

General study regulations of the FH Master's degree program

Corporate Transformation Management

To obtain the academic degree

Master of Arts in Business
abbreviated to MA

as an appendix to the statutes of the FH Kufstein Tirol

Organizational form: part-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 18 part-time

Version 1

Approved by AQ Austria resolution of May 26th, 2021 (approval in accordance with § 25 Paragraph 3 of the Higher Education Quality Assurance Act (HS-QSG), BGBl. No. 74/2011 as amended, by the responsible Federal Minister for Education, Science and Research with the date of June 24th, 2021)

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1 OCCUPATIONAL PROFILES

1.1 Occupational fields

The curriculum of the degree program is suitable for the professional fields of business developer, controller, interim manager, CEO Managing Director & executive, strategy and restructuring consultant, transformation manager and management consultant.

1. Business Developer

In the context of transformation or change of environment and environment influences, business developers are needed who are able to further develop business areas. As such, they are to be seen as drivers of growth and the future-oriented alignment of the company. The persons concerned must be able to research data (e.g. trends, market developments), prepare analyses (e.g. demand and acceptance analysis, forecasts, competitor analyses, etc.) and process the information obtained in such a way that suitable business strategies can be developed. They are able to collaborate and communicate with a wide range of different areas or departments within the company and bring together a wide range of different requirements, ideas and perceptions so that these can be brought together in the context of strategy and business model development.

2. Controller

Controlling is indispensable for the forward-looking and sustainability-oriented management of a company. Controllers must be able to convert accounting figures (external accounting) into an internal accounting system adapted to the company (e.g. cost accounting, investment planning and accounting, liquidity planning, integrated planning, etc.). In addition to operational controlling, they are also able to set up strategic controlling, in which early crisis warning indicators are integrated so that possible undesirable or unplanned developments can be identified as early as possible. Alongside this, they are able to handle data (e.g. collect, structure, prepare, etc.) and continuously develop controlling in the company. In this context, the expansion via new (digital) technologies is also included. Accordingly, they also need broad business expertise in order to interpret the figures correctly and to be able to make appropriate recommendations.

3. Interim Manager

In a restructuring phase, interim managers are often deployed who must have a basic understanding of insolvency law and financial aspects on the one hand, and be able to set up corporate planning and project monitoring on the other. In this context, they are proficient in change management instruments and also possess a broad knowledge of a wide range of business administration topics (e.g. structural and process organization, strategy and business model development, etc.).¹

4. CEO Managing Director and Managers

CEO Managing directors and managers are challenged more and more due to the newer (faster) developments and trends, and therefore it needs people who are able to use modern viewpoints and tools of business management in order to meet these challenges. In addition to a broad business education, they have expertise in the area of restructuring and transformation in order to adapt the company to ongoing changes (strategic and operational) so that it can remain successful on the market sustainably and in the long term. They are able to identify potential (negative) influences on the company in order to initiate and manage the necessary change process.

5th Strategy & Restructuring Consulting

¹ See Exler, M. W., Situm, M., & Wanninger, A. (2017). Das Anforderungsprofil des CRO: Ergebnisse einer aktuellen Expertenbefragung im Vergleich mit Vorstudien. *Krisen-, Sanierungs- und Insolvenzberatung*, 13(3), 103-106.

Proper consulting in strategy or restructuring projects is based on a reliable database. 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 in insolvency administration law firms. In Germany, the ESUG "Act to Further Facilitate the Restructuring of Companies" has been in place since March 1, 2012. It is legally possible to carry out insolvency administration in self-administration pursuant to sections 270a and 270b, i.e. the debtor in insolvency is not assigned a classic insolvency administrator by the insolvency court, but a so-called administrator who exercises a purely supervisory function. The formative function as a supplement to the existing management is very often assumed by an insolvency administrator in an executive function or as a general representative. For this purpose, the larger law firms establish their own sister companies to support a mandate in self-administration. In addition to basic knowledge of insolvency law, the employees bring with them in particular in-depth knowledge of business management in a restructuring situation.

6. Chief Restructuring Officer (CRO) and Transformation Manager

Companies will increasingly have to deal with Industry 4.0 and digitalization in order to implement sustainable strategies and business models. For the transformation process required for this, people are needed who are able to professionally supervise the complexity of the implementation. Here it is necessary to set up an agile project management system, to work out the processes and the workflow between different departments, to coordinate and to mediate. Furthermore, these persons know possible technologies and their possible applications, recognize the influence of legal aspects and know which external partners must be brought in for a successful transformation. Transformation management takes on particular significance in the context of insolvency proceedings in self-administration in the form of a CRO, Chief Restructuring Officer, who must also have a fundamental understanding of insolvency law and financial aspects, as well as being able to set up corporate planning and project monitoring.

7 Management consultancy

In the field of management consulting, graduates have a wide range of opportunities and fields of activity. One field is Corporate Finance and Transaction Services. Graduates will be able to perform an analysis of the financing structure based on the analysis of financial statements, credit and collateral documents and restructure it using appropriate tools and techniques. Furthermore, they can prepare a planning and a company valuation in accordance with recognized standards. Another field is start-up consulting, in which young start-ups are advised with regard to strategy and business model development, financing options or fundamental legal issues.

1.2 Qualification profile

The qualification aims and learning outcomes of the Master degree program Corporate Transformation Management correspond both to the academic and professional requirements and to ISCED level 0499² (International Standard Classification of Education). The contents conveyed qualify the graduates for the professional fields of activity mentioned in the previous chapters.

Occupational field of activity	Task	Skills description	Skills allocation	Curriculum/modules
Business Developer	Observation and anticipation of developments	can research and evaluate trends and market developments	professional-academic	Decision making; digitalization; restructuring tools; academic methods
		can filter out and interpret the information relevant for a company	professional-academic	Decision making; digitalization; restructuring tools; academic methods

² Example 4: A program consisting of 40% engineering (071), 30% business (041) and 30% languages (023) should be classified as 0788 ("Inter-disciplinary programs and qualifications involving engineering, manufacturing and construction") as no field predominates but 07 is the leading broad field. If engineering and business were equally important and greater than languages (e.g. 40%, 40% and 20%), the program would be classified as either 0788 or 0488 depending on which program, engineering (071) or business (041), is listed first in the program title (or, if not in the title, in the curriculum or syllabus).

	Preparation of analyses	can create a wide variety of business analyses	professional-academic	Decision making; digitalization; restructuring tools; academic methods
	Processing and interpreting data	can process data using appropriate qualitative and quantitative methods	professional-academic	Decision making; digitalization; restructuring tools; academic methods
		can interpret evaluated data in a comprehensible way and draw conclusions from it	professional-academic	Decision making; digitalization; restructuring tools; academic methods
	Supervising the change management	are able to supervise the change in the company	personal and social	Transformation management; Transformation tools; Management Talk
		can apply selected tools and techniques of change management	personal and social	Transformation management; Transformation tools; Management Talk
	(Further) development of existing and new business areas and development of strategies and business models	can develop strategies based on data and information	professional-academic	Digitalization; Reorganization fundamentals; Transformation management
		are able to develop a (digital) business model based on the strategy	professional-academic	Digitalization; Reorganization fundamentals; Transformation management
Controller	Establishment of an integrated control and planning system	can set up controlling incl. reporting (internal accounting) in a company	professional-academic	Decision Making; Reorganization Basics; Restructuring Basics; Restructuring Tools
	Ongoing monitoring of target achievement	can measure the success of the company on the basis of actual and planned figures, identify deviations and interpret their causes	professional-academic	Decision Making; Reorganization Basics; Restructuring Basics; Restructuring Tools
	Further development of controlling incl. preparation of ad-hoc analyses	are able to adapt controlling to changing requirements and to develop ideas for further analyses	professional-academic	Decision Making; Reorganization Basics; Restructuring Basics; Restructuring Tools
	(Further) development of a strategic early warning system	can set up an early warning system to enable early detection of crises	professional-academic	Decision making; reorganization basics; restructuring basics; restructuring tools; academic methods
	Co-supervision of a business model innovation process	are able to support a business model innovation process with data	Professional-academic	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 strategy alignment between different departments / areas	are able to communicate across departments and to bundle the most diverse interests	personal and social	Transformation Management; Management Talk
	Development of a strategic controlling to measure the strategy	can set up and further develop strategic controlling in order to be able to measure the strategy of the company	professional-academic	Decision making; reorganization basics; restructuring basics; restructuring tools; academic methods
	Interim Manager	Setting up and planning a remediation phase	can plan a refurbishment so that it can be successfully implemented	professional-academic

				Reorganization Basics; Corporate Restructuring; Transformation Tools
	Supervising the change management	are able to supervise the change in the company	personal and social	Transformation Management; Transformation Tools; Management Talk; Case Study
		can apply selected tools and techniques of change management	personal and social	Transformation Management; Transformation Tools; Management Talk; Case Study
	Communication and negotiation with creditors and other stakeholders	can draw up 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 controlling of remediation measures	can implement the restructuring plan at operational level and measure the success of the restructuring	professional-academic	Case Study; Digitalization; Management Talk; Practice Project; Legal Basics; Restructuring Tools; Reorganization Basics; Corporate Restructuring; Transformation Tools
CEO Managing directors & executives	Strategy and business model development	can develop a strategy on the basis of analyses	professional-academic	Digitalization; Management Talk; Practice Project; Reorganization Basics; Transformation Tools
		can develop a (digital) business model based on a chosen strategy	professional-academic	Digitalization; Management Talk; Practice Project; Reorganization Basics; Transformation Tools
	Initiation of change processes	are able to recognize when and to what extent a transformation is required in the company	professional-academic	Digitalization; Management Talk; Practice Project; Restructuring Tools; Reorganization Basics; Transformation Tools
		are able to initiate and accompany change management	professional-academic Personal and social	Digitalization; Practice project; Transformation management; Transformation tools
	Monitoring and control	can develop a monitoring system to control strategy achievement at the operational level	professional-academic	Decision making; restructuring tools; reorganization basics
Strategy and restructuring consulting	Development of strategies and business models under consideration of digitalization	can accompany or support companies in the development of strategies and business models	professional-academic	Decision making; digitalization; management talk; transformation tools; reorganization basics
		can research and evaluate trends and market developments	professional-academic	Decision making; digitalization; restructuring tools; academic methods
		can filter out the relevant information for a company	professional-academic	Decision making; digitalization; restructuring tools; academic methods

	can research necessary information and prepare a company valuation according to recognized standards	professional-academic	Decision making; reorganization basics; restructuring tools	
Support and implementation of a company sale process	can accompany the process of a company sale	professional-academic	Decision Making; Case Study; Transformation Tools	
		personal and social	Decision Making; Transformation Management	
Restructuring	can recognize a need for restructuring	professional-academic	Restructuring tools; reorganization basics	
	can develop and implement solutions for restructuring	professional-academic	Digitalization; Management Talk; Restructuring Tools; Reorganization Basics; Transformation Tools	
Redevelopment	can accompany a company restructuring	professional-academic	Case Study; Management Talk; Legal Basics; Corporate Restructuring	
Chief Restructuring Officer & Transformation Manager	can set up a project management for a transformation project	professional-academic	Transformation tools; transformation management	
	Planning and monitoring of a transformation project	professional-academic	Transformation tools; transformation management	
	are able to accompany the process of change management	personal and social	Transformation Management	
	are able to identify which technologies can be used for a transformation	professional-academic	Digitalization; Management Talk; Restructuring Tools; Transformation Tools	
	Recognition of transformation potential	know which third-party partners can be used to implement transformation potentials	professional-academic	Digitalization; Management Talk; Restructuring Tools; Transformation Tools
			personal and social	Digitalization; Management Talk; Transformation Tools
Assessment of legal aspects of the transformation	can assess whether and which legal aspects must be taken into account in the context of a transformation	professional-academic	Digitalization; Management Talk; Practical Project; Legal Basics	
Management consultancy	Financial consulting and restructuring	professional-academic	Decision making; legal basics; restructuring tools; reorganization basics	
	Company evaluation	professional-academic	Decision making; reorganization basics; restructuring tools	
		can create a plan for a company valuation	professional-academic	Decision making; reorganization basics; restructuring tools
	Start-up advice	can research necessary information and prepare a company valuation according to recognized standards	professional-academic	Decision making; reorganization basics; restructuring tools
	can advise and accompany start-ups in the development of strategies and business models	professional-academic	Digitalization; Management Talk; Legal Basics; Reorganization Basics; Transformation Tools Legal basics; management talk; transformation tools	

	can advise and accompany start-ups with regard to financing options	professional-academic	Legal basics; management talk; transformation tools
	can advise and accompany start-ups with regard to legal issues	professional-academic	

2 CURRICULUM

2.1 Curriculum Data

	FT	PT	Comment if applicable
First year of study (YYY/YY ₊₁)	-	2021/2022	
Standard duration of study (number of semesters)	-	4	
Obligatory WSH (Total number for all sem.)	-	52.5	
Course weeks per semester (number of weeks)	-	15	
Obligatory course hours (Total for all sem.)	-	787.5	
Obligatory ECTS (Total for all sem.)	-	120	
WS start (Date, comm.: poss. CW)	-	CW 40	
WS end (Date, comm.: poss. CW)	-	CW 5	
SS start (Date, comm.: poss. CW)	-	CW 11	
	FT	PT	Comment if applicable
SS end (Date, comm.: poss. CW)	-	CW 28	
WS weeks	-	15	
SS weeks	-	15	
	FT	PT	Comment if applicable
Obligatory semester abroad (semester specification)	-	No	
Language of instruction (specify)	-	German	The proportion of English-language courses amounts to [Company Address]% of the WSH
Internship (semester information, duration in weeks per semester)	-	No	
Resulting from the merging of the degree programs or from the separation from the degree program (StgKz; to be specified only for merging or separation)			

2.3 Curriculum matrix

Module assignment overview

Module	Module Title	Course title	WSH	ECTS	Sem.
CAS	Case study	Integrative case studies on corporate restructuring	2	6	3
DEM	Decision making	Data Analytics & Business Modeling	2	2.5	2
		Mergers and acquisitions	2	5	2
		Forecasting methods & scenario techniques	1.5	2	2
		Risk Management & Monitoring	1.5	2.5	2
DIG	Digitization	Digitization Technologies	1.5	3	1
		Digital Workflow & IoT (E)	2	3	1
MAS	Master Thesis	Colloquium for the Master Thesis	1	2	4
		Master Thesis	0	22	4
MAT	Management Talk	Management Talk 1: Strategic Cost Accounting	1	2	1
		Management Talk 2: Strategic Management Accounting	1	2	2
		Management Talk 3: Strategic Management Decisions	1	2	3
		Management Talk 4: Interim management	1	2	4
PRA	Practical Project	Practical Project 1	2	5	2
		Practical Project 2	2	4	3
REG	Legal basis	Special features of company law (AUT/CEFR)	2	3	1
		IT Law	1	2	1
		Legal and financial characteristics of start-ups	1	2	1
REW	Restructuring tools	Financial optimization	1.5	2	3
		Innovation as a driver of the turnaround	1	1	3
		Integrated planning and control systems	1.5	2	3
		Performance optimization	1.5	2	3
ROG	Reorganization bases	Annual financial statement analysis and need for reorgani-	1.5	3	1
		Modern Entrepreneur & Leadership (E)	1	2	1
		Start-up strategies	1	2	1
SAN	Corporate Restructuring	Out-of-court & in-court restructuring (AUT/CEFR)	3	6	3
		Preparation of a reorganization report	2	5	3
STR	Study trip	Study trip	2	3	4
TRM	Transformation Management	Change Management	2	3	2
		Human Resource Management & Employment Law	1	2.5	2
		Stakeholder communication	2	2.5	2
TRW	Transformation Tools	Business Model Development	1	2	1
		Innovation Management & Design Thinking	2	4	1
		Modern Project Management	1	2	1
WIS	Academic Methods	Qualitative research methods (E)	1	1	4
		Quantitative Research Methodology	1	3	2
			52.5	120.0	

1st semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
1	Management Talk 1: Strategic Cost Accounting	ILV		X	0 %	1	1	1	15	MAT	2
1	Modern Entrepreneur & Leadership (E)	ILV		X	0 %	1	1	1	15	ROG	2
1	Business Model Development	ILV			0 %	1	1	1	15	TRW	2
1	Special features of company law (AUT/CEFR)	ILV			33 %	2	1	2	30	REG	3
1	Digitization Technologies	ILV			33 %	1.5	1	1.5	22.5	DIG	3
2	IT Law	ILV			0 %	1	1	1	15	REG	2
2	Annual Financial Statement Analysis & Need for Reorganization	ILV			0 %	1.5	1	1.5	22.5	ROG	3
2	Digital Workflow & IoT (E)	ILV		X	0 %	2	1	2	30	DIG	3
2	Innovation Management & Design Thinking	ILV		X	0 %	2	1	2	30	TRW	4
3	Start-up strategies	ILV		X	0 %	1	1	1	15	ROG	2
3	Legal and financial characteristics of start-ups	ILV			0 %	1	1	1	15	REG	2
3	Modern Project Management	ILV			33 %	1	1	1	15	TRW	2
Total line:						16.0		16.0	240.0		30
Course hours = Total WSH x course weeks						240.0					

2nd semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
1	Practical Project 1	PT			0 %	2	1	2	30	PRA	5
1	Quantitative Research Methodology	SE			33 %	1	1	1	15	WIS	3
1	Change Management	ILV			33 %	2	1	2	30	TRM	3
1	Risk Management & Monitoring	ILV			33 %	1.5	1	1.5	22.5	DEM	2.5
2	Forecasting methods & scenario techniques	ILV			33 %	1.5	1	1.5	22.5	DEM	2
2	Management Talk 2: Strategic Management Accounting	ILV		X	0 %	1	1	1	15	MAT	2
2	Stakeholder communication	ILV			33 %	2	1	2	30	TRM	2.5
3	Human Resource Management & Employment Law	ILV			33 %	1	1	1	15	TRM	2.5
3	Data Analytics & Business Modeling	ILV			0 %	2	1	2	30	DEM	2.5
4	Mergers and acquisitions	ILV			50 %	2	1	2	30	DEM	5
Total line:						16.0		16.0	240.0		30.0
Course hours = Total WSH x course weeks						240.0					

3rd semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
1	Integrative case studies on corporate restructuring (AUT/CEFR)	PT			50 %	2	1	2	30	CAS	6
1	Out-of-court & in-court restructuring (AUT/CEFR)	ILV			0 %	3	1	3	45	SAN	6
2	Practical Project 2	PT			0 %	2	1	2	30	PRA	4
2	Financial optimization	ILV			33 %	1.5	1	1.5	22.5	REW	2
2	Preparation of a reorganization report	ILV			0 %	2	1	2	30	SAN	5
24	Performance optimization	ILV			33 %	1.5	1	1.5	22.5	REW	2
3	Management Talk 3: Strategic Management Decisions	ILV		X	0 %	1	1	1	15	MAT	2
3	Integrated planning and control systems	ILV			33 %	1.5	1	1.5	22.5	REW	2
4	Innovation as a driver of the turnaround	ILV			0 %	1	1	1	15	REW	1
Total line:						15.5		15.5	232.5		30
Course hours = Total WSH x course weeks						232.5					

4th semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
1	Study trip	ILV			0 %	2	1	2	30	STR	3
35	Qualitative research methods (E)	SE		X	0 %	1	1	1	15	WIS	1
37	Colloquium for the Master Thesis	SE			0 %	1	1	1	15	MAS	2
38	Master Thesis	SE			0 %	0	1	0	0	MAS	22*
4	Management Talk 4: Interim management	ILV		X	0 %	1	1	1	15	MAT	2
Total line:						5		5	75		30
Course hours = Total WSH x course weeks						75					

* The 22 ECTS for the Master thesis are divided into 20 ECTS for the Master thesis and 2 ECTS for the final examination.

Abbreviations	
eLV	E-learning proportion of course in percent
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 of curriculum data

Description	WSH	AWSH	ALVS	ECTS
Total number of courses over all semesters	52.5	52.5	787.5	120
Total number of courses in 1st year of study	32	32	480	60
Total number of courses in 2nd year of study	20.5	20.5	307.5	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 courses in English over all semesters	11			20
Proportion of courses in English over all semesters based on WSH / ECTS	20.95 %			16.67 %
Proportion of eLearning units over all semesters based on WSH / ECTS	15.12 %			12.7 %

2.4 Module descriptions

Module number:	Digitization	Scope:	
DIG		6	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st semester Master: 1st Study cycle		
Previous knowledge	1st semester: 1st semester: No specification / 1st semester: 1st semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Digitization technologies /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> Becker, W., Ulrich, P., Schmid, O. & Feichtinger, C. (2020) Industrielle Digitalisierung: Entwicklungen und Strategien für mittelständische Unternehmen, Wiesbaden. Frenz, W. (Hrsg.) (2020) Handbuch Industrie 4.0: Recht, Technik, Gesellschaft, Wiesbaden. Kreutzer, R. T., Neugebauer, T. & Pattloch, A. (2017) Digital Business Leadership: Digitale Transformation - Geschäftsmodell-Innovation - agile Organisation - Change-Management, Wiesbaden. Samulat, P. (2017) Die Digitalisierung der Welt: Wie das Industrielle Internet der Dinge aus Produkten Services macht, Wiesbaden.		
	<u>Digital Workflow & IoT (E) /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u> Ematinger, R. (2018) Von der Industrie 4.0 zum Geschäftsmodell 4.0: Chancen der digitalen Transformation, Wiesbaden. Frenz, W. (Hrsg.) (2020) Handbuch Industrie 4.0: Recht, Technik, Gesellschaft, Wiesbaden. Jahn, M. (2017) Industrie 4.0 konkret: Ein Wegweiser in die Praxis, Wiesbaden. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden. Samulat, P. (2017) Die Digitalisierung der Welt: Wie das Industrielle Internet der Dinge aus Produkten Services macht, Wiesbaden. Schallmo, D. (2015) Bestehende Ansätze zu Business Model Innovationen: Analyse und Vergleich der Geschäftsmodelle, Wiesbaden.		
Acquisition of skills	<u>Digitization technologies /ILV / Course no.: 1 / 1st semester / ECTS: 3</u> The students: <ul style="list-style-type: none"> • 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 		
	<u>Digital Workflow & IoT (E) /ILV / Course no.: 2 / 1st semester / ECTS: 3</u> The students: <ul style="list-style-type: none"> • 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 / Course no.: 1 / 1st semester / ECTS: 3</u> <ul style="list-style-type: none"> • 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 / Course no.: 2 / 1st semester / ECTS: 3</u>		

	<ul style="list-style-type: none"> • 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)
<p>Teaching and learning methods</p>	<p><u>Digitization technologies /ILV / Course no.: 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Blended Learning

	<p><u>Digital Workflow & IoT (E) /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 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.
<p>Evaluation Methods Criteria</p>	<p><u>Digitization technologies /ILV / Course no.: 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Seminar thesis • Online questions
	<p><u>Digital Workflow & IoT (E) /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Written exam

Module number: REG	Legal basis	Scope:	
		7	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st semester Master: 1. Study cycle		
Previous knowledge	1st semester: 1st semester: no information / 1st semester: 1st semester: No information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Company law specifics (AUT/GER) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 3</u> Gesetzestexte: insbesondere GmbHG, AktG, URG, EKeG, ABGB, UGB (jeweils abrufbar in der geltenden Fassung unter: www.ris.bka.gv.at)		
	<u>IT-Law /ILV / LV-Nr: 2 / 1.Semester / ECTS: 2</u> Auer-Reinsdorff, A. & Conrad, I. (2019) Handbuch IT- und Datenschutzrecht, München. Binder Grösswang (Hrsg.) (2018) Digital Law: Rechtliche Aspekte der Digitalisierung, Wien. Erben, M. & Günther, W. G. H. (2017) Gestaltung und Management von IT-Verträgen: Eine Anleitung für Praktiker, Wiesbaden. Forgo, N. (2018) Grundriss Datenschutzrecht, Wien. Schneider, J. (2019) IT- und Computerrecht, München. Schuster, F. & Grützmaker, M. (Hrsg.) (2020) IT-Recht: EU-Verordnungen, Nationale Gesetze, weitere einschlägige Regelungen, München.		
	<u>Legal and financial characteristics of start-ups /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Artner, S. & Kreutzer, K. (2019) Startup Investing: Praxishandbuch für Investorinnen und Investoren, Wien. Hahn, C. (Hrsg.) (2018) Finanzierung von Start-up-Unternehmen: Praxishandbuch für erfolgreiche Gründer: Finanzierung, Besteuerung, Investor Relations, Wiesbaden. Hahn, C. (2015) Der Beteiligungsvertrag: Ein Überblick für Start-ups und Investoren, Wiesbaden. Offenburger, O. (2017) Patent und Patentrecherche: Praxisbuch für KMU, Start-ups und Erfinder, Wiesbaden. Schnedler, J (2017) Startup-Recht: Praktischer Leitfaden für Gründungen, Unternehmensführung und -finanzierung, Heidelberg. Wöltje, J (2019) Finanzierung für Start-ups und junge Unternehmen: Businessplan, Preiskalkulation, Finanzierungsmöglichkeiten, Freiburg.		
Acquisition of skills	<u>Company law specifics (AUT/CEFR) /ILV /Course no.: 1 / 1st semester / ECTS: 3</u> The students: <ul style="list-style-type: none"> • know the basics of company law in Germany and Austria • are able to interpret facts relevant to company law • know the different options for increasing capital in the individual company forms • understand facts relevant to company law in M&A processes or in corporate transactions • know the interrelationships of capital maintenance, return of capital contributions and hidden profit distributions 		
	<u>IT Law /ILV / Course no.: 2 / 1st semester / ECTS: 2</u> The students: <ul style="list-style-type: none"> • 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 		
	<u>Legal and financial characteristics of start-ups /ILV / Course no.: 3 / 1st semester / ECTS: 2</u> The students: <ul style="list-style-type: none"> • 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 		
Course contents	<u>Company law specifics (AUT/CEFR) /ILV /Course no.: 1 / 1st semester / ECTS: 3</u> <ul style="list-style-type: none"> • Overview of company forms (natural and legal persons) • Basics of company law (legal bases in Germany and Austria) • Legal options for increasing or reducing capital • Capital maintenance regulations & return of contributions • Sale of companies & M&A 		
	<u>IT Law /ILV / Course no.: 2 / 1st semester / ECTS: 2</u>		

	<ul style="list-style-type: none">• 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 <hr/> <p><u>Legal and financial characteristics of start-ups /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none">• 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
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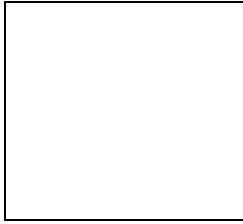
Teaching and learning methods	<p><u>Company law specifics (AUT/CEFR) /ILV /Course no.: 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>IT Law /ILV / Course no.: 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • The course, which is 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.
	<p><u>Legal and financial characteristics of start-ups /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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	<p><u>Company law specifics (AUT/CEFR) /ILV /Course no.: 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Module exam (corporate law specifics (AUT/CEFR), IT law, legal and financial specifics of start-ups) • Online questions
	<p><u>IT Law /ILV / Course no.: 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module exam (Corporate law specifics (AUT/CEFR), IT law, legal and financial specifics of start-ups)
	<p><u>Legal and financial characteristics of start-ups /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module exam (Corporate law specifics (AUT/CEFR), IT law, legal and financial specifics of start-ups)

Module number:	Reorganization bases	Scope:	
ROG		7	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st semester Master: 1. Study cycle		
Previous knowledge	1st semester: 1st semester: No details / 1st semester: 1st semester: not specified / 1st semester: 1st semester: No information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Modern Entrepreneur- & Leadership (E) /ILV / LV-Nr: 1 / 1.Semester / ECTS: 2</u></p> <p>Freiling, J. & Harima, J. (2019) Entrepreneurship: Gründung und Skalierung von Startups, Wiesbaden. Fueglistaller, U., Fust, A., Müller, C. & Zellweger, T. (2019) Entrepreneurship: Modelle- Umsetzung - Perspektiven - Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz, Wiesbaden. Kollmann, T. (2016) E-Entrepreneurship: Grundlagen der Unternehmensgründung in der Digitalen Wirtschaft, Wiesbaden. Kreuzer, R. T., Neugebauer, T. & Pattloch, A. (2017) Digital Business Leadership: Digitale Transformation - Geschäftsmodell-Innovation - agile Organisation - Change-Management, Wiesbaden. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden.</p>		
	<p><u>Annual Financial Statement Analysis & Reorganization Needs /ILV / LV-Nr: 2 / 1.Semester / ECTS: 3</u></p> <p>Coenenberg, A. G., Haller, A. & Schultze, W. (2018) Jahresabschluss und Jahresabschlussanalyse: Betriebswirtschaftliche, handelsrechtliche, steuerrechtliche und internationale Grundlagen - HGB, IAS/IFRS, US-GAAP, DRS, Stuttgart. Egger, A. & Bertl, R. (2018) Der Jahresabschluss nach dem Unternehmensgesetzbuch, Band 1: Der Einzelabschluss. Erstellung, Prüfung, Veröffentlichung, Wien. Exler, M. & Situm, M. (Hrsg.) (2019) Restrukturierungs- Turnaround-Management, Berlin. Exler, M. (2015) Controllingorientiertes Finanz- und Rechnungswesen, 2. Auflage, Herne. Crone, A. & Werner, H. (Hrsg.) (2014) Modernes Sanierungsmanagement, München. Evertz, D. & Krystek, U. (Hrsg.) (2010) Restrukturierung und Sanierung von Unternehmen, Stuttgart. Hohberger, S. & Damlachi, H. (Hrsg.) (2019) Praxishandbuch Sanierung im Mittelstand, Wiesbaden.</p>		
	<p><u>Start-up Strategies /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u></p> <p>Gaida, K (2011) Gründen 2.0: Erfolgreiche Business-Inkubation mit neuen Internet-Tools, Wiesbaden. Kollmann, T. (2016) E-Entrepreneurship: Grundlagen der Unternehmensgründung in der Digitalen Wirtschaft, Wiesbaden.</p>		
Acquisition of skills	<p><u>Modern Entrepreneurship & Leadership (E) /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <p>The students:</p> <ul style="list-style-type: none"> • are able to distinguish management from leadership • know classical and modern leadership styles • are able to assess the influence of disruption 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 		
	<p><u>Annual Financial Statement Analysis & Reorganization Needs /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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 formulate these depending on the project • can develop a strategic early warning system 		
	<p><u>Start-up Strategies /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <p>The students:</p> <ul style="list-style-type: none"> • know the basics of start-up management and related strategies • can apply different tools and techniques in the development of start-up strategies • know strategic approaches in start-up management 		

<p>Course contents</p>	<p><u>Modern Entrepreneurship & Leadership (E) /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <p>I. Basics:</p> <ul style="list-style-type: none"> • Definition Management vs Leadership • Definition Entrepreneurship <p>II. Leadership</p> <ul style="list-style-type: none"> • Classical leadership styles (Managerial Grid, MbO approaches etc.) • Modern leadership styles (Distributed Leadership, Inspirational Leadership, Leadership & Artificial Intelligence etc.) • Disruption and challenges in leadership <p>III. Entrepreneurship</p> <ul style="list-style-type: none"> • Entrepreneurial Design vs. Business Model • Digital Entrepreneurship • Challenges of Entrepreneurship • Tools and Techniques in Entrepreneurship
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<p>Course contents</p>	<p><u>Annual Financial Statement Analysis & Reorganization Needs /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <p>I. The term crisis and the analysis via key figures</p> <p>1. The recognition of a crisis</p> <ul style="list-style-type: none"> • financial accounting and annual financial statements • performance and control variables • reorganization and over-indebtedness audit • crisis stages and reorganization expert opinions <p>2. "Crisis cockpit" and crisis indicators</p> <ul style="list-style-type: none"> • Capital structure, asset and earnings analysis • Financial ratios with adjusted data • Financial and performance crisis indicators • Case study: Early Crisis Detection <p>II. Strategic early warning systems</p> <ul style="list-style-type: none"> • Recognizing a strategic crisis • Group discussion: Development of solution proposals
	<p><u>Start-up Strategies /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <p>I. Basics:</p> <ul style="list-style-type: none"> • Definition of start-up and phases in start-up management • Definition of strategy and differentiation from business model <p>II. Start-up management:</p> <ul style="list-style-type: none"> - Growth hacking vs. growth management • Customer success management • Aligning organizational structure with strategy • Tools & techniques in start-up management • Building and maintaining networks <p>III. Strategic approaches:</p> <ul style="list-style-type: none"> • 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
<p>Teaching and learning methods</p>	<p><u>Modern Entrepreneurship & Leadership (E) /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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. <p><u>Annual Financial Statement Analysis and Reorganization Needs /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 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. <p><u>Start-up Strategies /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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.
<p>Evaluation Methods Criteria</p>	<p><u>Modern Entrepreneurship & Leadership (E) /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module exam (Modern Entrepreneur & Leadership, Annual Financial Statement Analysis & Reorganization Needs, Start-up Strategies) • Online questions <p><u>Annual Financial Statement Analysis and Reorganization Needs /ILV / Course no.: 2 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Module exam (Modern Entrepreneur & Leadership, Annual Financial Statement Analysis & Reorganization Needs, Start-up Strategies) <p><u>Start-up Strategies /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module exam (Modern Entrepreneur & Leadership, Annual Financial Statement Analysis & Reorganization Needs, Start-up Strategies) • Online questions

Module number:	Transformation Tools	Scope:	
		8	ECTS
TRW			
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st semester Master: 1st Study cycle		
Previous knowledge	1st semester: 1st semester: not specified / 1st semester: 1st semester: No specification / 1st semester: 1st semester: no information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Business model development /ILV / Course no.: 1 / 1st semester / ECTS: 2</u> Ematinger, R. (2018) Von der Industrie 4.0 zum Geschäftsmodell 4.0: Chancen der digitalen Transformation, Wiesbaden. Kreutzer, R. T., Neugebauer, T. & Pattloch, A. (2017) Digital Business Leadership: Digitale Transformation - Geschäftsmodell-Innovation - agile Organisation - Change-Management, Wiesbaden. Schallmo, D. (2015) Bestehende Ansätze zu Business Model Innovationen: Analyse und Vergleich der Geschäftsmodelle, Wiesbaden.		
	<u>Innovation Management & Design Thinking /ILV / Course no.: 2 / 1st semester / ECTS: 4</u> Gochermann, J. (2020) Technologiemanagement: Technologien erkennen, bewerten und erfolgreich einsetzen, Wiesbaden. Kreutzer, R. T., Neugebauer, T. & Pattloch, A. (2017) Digital Business Leadership: Digitale Transformation - Geschäftsmodell-Innovation - agile Organisation - Change-Management, Wiesbaden. Müller, A., Graumann, M. & Weiß, H.-J. (Hrsg.) (2020) Innovationen für eine digitale Wirtschaft: Wie Unternehmen den Wandel meistern, Wiesbaden. Schallmo, D. & Lang, K. (2020) Design Thinking erfolgreiche anwenden: So entwickeln Sie in 7 Phasen kundenorientierte Produkte und Dienstleistungen, Wiesbaden.		
	<u>Modern Project Management /ILV / LV-Nr: 3 / 1.Semester / ECTS: 2</u> Noé, M. (2014) Change-Prozesse effizient durchführen: Mit Projektmanagement den Unternehmenswandel gestalten, Wiesbaden. Prudix, D. (2016) Erfolgreiches Projektmanagement: vom sicheren Umgang mit Menschen in Projekten, Wiesbaden.		
Acquisition of skills	<u>Business model development /ILV / Course no.: 1 / 1st semester / ECTS: 2</u> The students: <ul style="list-style-type: none"> • 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 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 		
	<u>Innovation Management & Design Thinking /ILV / Course no.: 2 / 1st semester / ECTS: 4</u> The students: <ul style="list-style-type: none"> • 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 		
	<u>Modern Project Management /ILV / Course no.: 3 / 1st semester / ECTS: 2</u> The students: <ul style="list-style-type: none"> • 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 		
Course contents	<u>Business model development /ILV / Course no.: 1 / 1st semester / ECTS: 2</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

<p>Course contents</p>	<p><u>Innovation Management & Design Thinking /ILV / Course no.: 2 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 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 <hr/> <p><u>Modern Project Management /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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)
<p>Teaching and learning methods</p>	<p><u>Business model development /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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. <hr/> <p><u>Innovation Management & Design Thinking /ILV / Course no.: 2 / 1st semester / ECTS: 4</u></p> <p>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.</p> <hr/> <p><u>Modern Project Management /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Blended Learning
<p>Evaluation Methods Criteria</p>	<p><u>Business model development /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Seminar thesis <hr/> <p><u>Innovation Management & Design Thinking /ILV / Course no.: 2 / 1st semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Module exam (Innovation Management & Design Thinking, Modern Project Management) <hr/> <p><u>Modern Project Management /ILV / Course no.: 3 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module Exam (Innovation Management & Design Thinking, Modern Project Management) • Online Questions

Module number:	Management Talk	Scope:	
		8	ECTS
MAT			
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
	4th semester		
Level	1st semester: 1st semester Master: 1. Study cycle / 2nd semester: 2nd semester Master: 1. Study cycle / 3rd semester: 3rd semester Master: 1st Study cycle / 4th Semester: 4th semester Master: 1. Study cycle		
Previous knowledge	1st semester: 1st semester: No details / 2nd semester: 2nd semester: not specified / 3rd semester: 3rd semester Master: no details / 4th semester: 4th semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Management Talk 1: Strategic Cost Accounting /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.) (2019) Restrukturierungs und Turnaroundmanagement: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, Berlin. von Leoprechting, G. (Hrsg.) (2018) Unternehmenssanierung: Krisenberatung, Branchenbesonderheiten, Checklisten, Herne. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden.		
	<u>Management Talk 2: Strategic Management Accounting /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2019) Restrukturierungs und Turnaroundmanagement: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, Berlin. Exler, M. (2015) Controllingorientiertes Finanz- und Rechnungswesen, Herne. von Leoprechting, G. (Hrsg.) (2018) Unternehmenssanierung: Krisenberatung, Branchenbesonderheiten, Checklisten, Herne. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden.		
	<u>Management Talk 3: Strategic Management Decisions /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2019) Restrukturierungs und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, Berlin. Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden. Schellinger, J., Tokarski K. O. & Kissling-Näf, I. (Hrsg.)(2020) Digitale Transformation und Unternehmensführung: Trends und Perspektiven für die Praxis, Wiesbaden.		
	<u>Management Talk 4: Interim Management /ILV / LV-Nr: 4 / 4.Semester / ECTS: 2</u> Exler, M. & Situm M. (Hrsg.) (2019) Restrukturierungs und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, 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>Management Talk 1: Strategic Cost Accounting /ILV / Course no.: 1 / 1st semester / ECTS: 2</u> The students: • can apply modern topics and solution approaches within strategic cost management, in particular contribution margin accounting, target costing and activity-based costing • understand the interdisciplinary nature of restructuring and transformation		
	<u>Management Talk 2: Strategic Management Accounting /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u> The students: • are familiar with strategic controlling tools such as budgeting, working capital management and working with KPIs and are able to apply these to selected problems • understand the international context of controlling within restructuring and reorganization projects		
	<u>Management Talk 3: Strategic Management Decision /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u>		

	<p>The students:</p> <ul style="list-style-type: none">• know the process of developing entrepreneurial decisions across individual functional areas of the company within a transformation phase• understand the interdisciplinary character taking into account different stakeholder interests• can assess the scope of strategic decisions of companies with regard to opportunities and risks in the context of transformation and restructuring
	<p><u>Management Talk 4: Interim Management /ILV / Course no.: 4 / 4th semester / ECTS: 2</u></p> <p>The students:</p> <ul style="list-style-type: none">• know the formal and functional requirements of modern interim management in a restructuring and transformation phase of companies• are able to apply modern issues and solution approaches in the context of restructuring and transformation• understand the added value of interim management as a management tool during a crisis situation• understand the international context of restructuring and transformation and can transfer approaches to national problems

Course contents	<p><u>Management Talk 1: Strategic Cost Accounting /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <p>The Management Talk course aims at inviting guest professors from Austria and abroad (partner network FH Kufstein Tirol) on the subject areas of transformation and turnaround management, with special consideration for international standards.</p> <ul style="list-style-type: none"> • Margin cost accounting • Target costing • Activity-based costing
	<p><u>Management Talk 2: Strategic Management Accounting /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <p>The Management Talk course aims at inviting guest professors from Austria and abroad (partner network FH Kufstein Tirol) on the subject areas of transformation and turnaround management, with special consideration for international standards.</p> <ul style="list-style-type: none"> • Budgeting • Working Capital Management • Financial and Performance Indicators (KPIs) • Consideration based on different accounting standards
	<p><u>Management Talk 3: Strategic Management Decision /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <p>The Management Talk course aims at inviting guest professors from Austria and abroad (partner network FH Kufstein Tirol) on the subject areas of transformation and turnaround management, with special consideration for international standards.</p> <ul style="list-style-type: none"> • Value Chain Analysis • Human Resources • Research & Development
	<p><u>Management Talk 4: Interim Management /ILV / Course no.: 4 / 4th semester / ECTS: 2</u></p> <p>The Management Talk course aims at inviting guest professors from Austria and abroad (partner network FH Kufstein Tirol) on the subject areas of transformation and turnaround management, with special consideration for international standards.</p> <ul style="list-style-type: none"> • Distinction between interim management and restructuring consulting • Requirements profile of interim management • Role expectations and project procedure • Quality assurance and remuneration
Teaching and learning methods	<p><u>Management Talk 1: Strategic Cost Accounting /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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.
	<p><u>Management Talk 2: Strategic Management Accounting /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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.
	<p><u>Management Talk 3: Strategic Management Decision /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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.
	<p><u>Management Talk 4: Interim Management /ILV / Course no.: 4 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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	<p><u>Management Talk 1: Strategic Cost Accounting /ILV / Course no.: 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final presentation
	<p><u>Management Talk 2: Strategic Management Accounting /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final presentation
	<p><u>Management Talk 3: Strategic Management Decision /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final presentation

	<p>Management Talk 4: Interim Management /ILV / Course no.: 4 / 4th semester / ECTS: 2</p> <ul style="list-style-type: none">• Final presentation
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Module number:	Transformation Management	Scope:	
TRM		8.0	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 2nd semester Master: 1st Study cycle		
Previous knowledge	2nd semester: 2nd semester: No information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Change Management /ILV / LV-Nr: 1 / 2.Semester / ECTS: 3</u></p> <p>Berner, W. (2010) CHANGE 15 Fallstudien zu Sanierung, Turnaround, Prozessoptimierung, Reorganisation und Kulturveränderung, Stuttgart.</p> <p>Cawsey, T. F., Deszca, G. & Ingols, C. (2016) Organizational change: An action-oriented toolkit. Thousand Oaks.</p> <p>Dawson, P. & Andriopoulos, C. (2017) Managing change, creativity and innovation. London.</p> <p>Deutinger, G. (2017) Kommunikation im Change: Erfolgreich kommunizieren in Veränderungsprozessen, Wiesbaden.</p> <p>Doppler, K. & Voigt, B. (2008) Feel the Change! Wie erfolgreiche Change Manager Emotionen steuern, Frankfurt/New York.</p> <p>Kotter, J. P. (1996) Leading Change, Boston/Massachusetts.</p> <p>Kreutzer, R. T., Neugebauer, T. & Pattloch, A. (2017) Digital Business Leadership: Digitale Transformation - Geschäftsmodell-Innovation - agile Organisation - Change-Management, Wiesbaden.</p> <p>Noé, M. (2014) Change-Prozesse effizient durchführen: Mit Projektmanagement den Unternehmenswandel gestalten, Wiesbaden.</p> <p>Vahs, D. & Weiland, A.(2010) Workbook Change Management, Methoden und Techniken, Stuttgart.</p>		
	<p><u>Stakeholder Kommunikation /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2.5</u></p> <p>Merten, K. (2013) Konzeption von Kommunikation. Theorie und Praxis des strategischen Kommunikationsmanagements, Wiesbaden.</p> <p>Möhrle, H. (2016) Krisen-PR: Risiken und Krisen souverän managen - Das Handbuch der Kommunikationsprofis, Frankfurter Allgemeine Buch, Frankfurt.</p> <p>Schwarz, A. (2010) Krisen-PR aus Sicht der Stakeholder. Der Einfluss von Ursachen- und Verantwortungszuschreibungen auf die Reputation von Organisationen, Wiesbaden.</p> <p>Stahl, H. K. & Menz, F. (2013) Handbuch Stakeholder-Kommunikation: Überzeugende Sprache in der Unternehmenspraxis, Berlin.</p> <p>Stumpf, M. & Wehmeier, S. (Hrsg.) (2015) Kommunikation in Change und Risk. Wirtschaftskommunikation unter Bedingungen von Wandel und Unsicherheiten, Heidelberg.</p> <p>Vogler, P. (2019) Kommunikation in der Krise, in: Exler, M. W. & Situm, M. (Hrsg.) Restrukturierungs- und Turnarond-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation (S. 95-114), Berlin.</p>		
	<p><u>Human Ressource Management & Arbeitsrecht /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u></p> <p>Drs, M. (2019) Arbeits- und Sozialrecht, Wien.</p> <p>Maier, P. J. (2019) Restrukturierungen und Arbeitsrecht, Wien.</p> <p>Rees, G. & Smith, P. E. (Hrsg.) (2017) Strategic human resource management: An international perspective, London.</p> <p>Rowold, J. (2015) Human Resource Management: Lehrbuch für Bachelor und Master, Wiesbaden.</p> <p>Schulz, M. & Hofbauer, H. (2018) Arbeitsrecht für Führungskräfte: Abmahnung - Kündigung -Personalgespräch - Weisungsrecht, München.</p> <p>Ternes, A. & Wilke, C.-D. (Hrsg.) (2018) Agenda HR - Digitalisierung, Arbeit 4.0, New Leadership: Was Personalverantwortliche und Management jetzt nicht verpassen sollten, Wiesbaden.</p> <p>Wegericht, C. (2015) Strategische Personalentwicklung in der Praxis: Instrumente, Erfolgsmodelle, Checklisten, Praxisbeispiele, Wiesbaden.</p>		
Acquisition of skills	<p><u>Change Management /ILV / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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 		
	<p><u>Stakeholder communication /ILV / Course no.: 2 / 2nd semester / ECTS: 2.5</u></p>		

	<p>The students:</p> <ul style="list-style-type: none">• 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
	<p><u>Human Resource Management & Labor Law /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <p>The students:</p> <ul style="list-style-type: none">• know the basics of human resource management• are able to present the employer journey• know the basic features of labor law• can recognize or assess the relevance of labor law in transformation processes

Course contents	<p><u>Change Management /ILV / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 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
	<p><u>Stakeholder communication /ILV / Course no.: 2 / 2nd semester / ECTS: 2.5</u></p> <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
	<p><u>Human Resource Management & Labor Law /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Basics of Human Resource Management (definition, organization, terms etc.) with special consideration of change processes • Employer Journey (recruiting, employee development, employee retention, outplacement etc.) in the transformation process • General labor law (establishment, amendment, termination of employment relationships) • Company (partial) transitions • Company (partial) closures • Other reorganization measures • Workshop/Case Study
Teaching and learning methods	<p><u>Change Management /ILV / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Stakeholder communication /ILV / Course no.: 2 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Human Resource Management & Labor Law /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Blended Learning
Evaluation Methods Criteria	<p><u>Change Management /ILV / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Seminar thesis • Online questions
	<p><u>Stakeholder communication /ILV / Course no.: 2 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Seminar thesis • Online questions
	<p><u>Human Resource Management & Labor Law /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Written exam • Online questions

Module number:	Decision making	Scope:	
DEM		12.0	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 2nd semester Master: 1st Study cycle / 2nd semester: 2nd semester Master: 1st study cycle / 2nd semester: 2nd semester Master: 1st Study cycle		
Previous knowledge	2nd semester: 2nd semester: no information / 2nd semester: 2nd semester: No information		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Risik Management & Monitoring /ILV / LV-Nr: 1 / 2.Semester / ECTS: 2.5</u> Diederichs, M. (2017) Risikomanagement und Risikocontrolling. München. Finke, R. (2017) Grundlagen des Risikomanagements: Quantitative Risikomanagement-Methoden für Einsteiger und Praktiker. Weinheim. Gleißner, W.(2017) Grundlagen des Risikomanagements im Unternehmen: Controlling, Unternehmensstrategie und wertorientiertes Management, München. Gleißner, W. (2016) Grundlagen des Risikomanagements: Mit fundierten Informationen zu besseren Entscheidungen. München. Hunziker, S., & Meissner, J. O. (2018) Ganzheitliches Chancen- und Risikomanagement: Interdisziplinäre und praxisnahe Konzepte. Wiesbaden. Romeike, F. (2018) Risikomanagement. Wiesbaden. Ruthner, R. & Exner, K. (2019) Corporate Risk Management: Unternehmensweites Risikomanagement als Führungsaufgabe. Wien. Wüst, K. (2014) Risikomanagement: Eine Einführung mit Anwendungen im Excel. Konstanz.</p>		
	<p><u>Forecasting Methods & Scenario Techniques /ILV / LV-Nr: 2 / 2.Semester / ECTS: 2</u> Backhaus, Klaus et al. (2011) Multivariate Analysemethoden, Heidelberg Faschingbauer, M.(2013) Effectuation – Wie erfolgreiche Unternehmer denken, entscheiden und handeln, Stuttgart. Hassani, B. (2016) Scenario analysis in risk management: Theory and practice in finance, Wiesbaden. Martelli, A. (2014) Model of scenario building and planning: Facing uncertainty and complexity, London. Romeike, F.& Spitzner, J. (2013) Von Szenarioanalyse bis Wargaming: Betriebswirtschaftliche Simulationen im Praxiseinsatz, Weinheim. Tetlock, P. & Gardner, D.(2016) Superforecasting, die Kunst der richtigen Prognose, Frankfurt.</p>		
	<p><u>Data Analytics & Business Modeling /ILV / LV-Nr: 3 / 2.Semester / ECTS: 2.5</u> Becker, W., Ulrich, P. & Botzkowski, T. (2016) Data Analytics im Mittelstand, Wiesbaden. Dorschel, J., Hrsg. (2015) Praxishandbuch Big Data: Wirtschaft - Recht - Technik, Wiesbaden. Knauer, D. (2015) Act Big - Neue Ansätze für das Informationsmanagement: Informationsstrategie inm Zeitalter von Big Data und digitaler Transformation, Wiesbaden. Jahn, M. (2017) Industrie 4.0 konkret: Ein Wegweiser in die Praxis, Wiesbaden.</p>		
	<p><u>Mergers & Acquisitions /ILV / LV-Nr: 4 / 2.Semester / ECTS: 5</u> Ballwieser, W. & Hachmeister, D. (2016) Unternehmensbewertung: Prozess, Methoden und Probleme, Stuttgart. Exler, M. W. (2013) Bewertung und Verkauf mittelständischer Unternehmen: Phasen und Prozessschritte der Unternehmensveräußerung, Herne. Heesen, B. (2019) Basiswissen Unternehmensbewertung: Schneller Einstieg in die Wertermittlung, Wiesbaden. Institut der Wirtschaftsprüfer in Deutschland (2019) IDW Verlautbarungen zur Unternehmensbewertung, Düsseldorf. Jansen, S. (2008) Mergers & Acquisitions, Unternehmensakquisitionen und -kooperationen, Eine strategische, organisatorische und kapitalmarkt-theoretische Einführung, Wiesbaden. Picot, G. u.a., Hrsg. (2012) Handbuch Mergers & Acquisitions – Planung, Durchführung, Integration, Stuttgart.</p>		
Acquisition of skills	<p><u>Risk Management & Monitoring /ILV / Course no.: 1 / 2nd semester / ECTS: 2.5</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</p>		
	<p><u>Forecasting Methods & Scenario Techniques /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p>		

	<p>The students:</p> <ul style="list-style-type: none">• 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
	<p><u>Data Analytics & Business Modeling /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <p>The students:</p> <ul style="list-style-type: none">• 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

<p>Acquisition of skills</p>	<p><u>Mergers & Acquisitions /ILV / Course no.: 4 / 2nd semester / ECTS: 5</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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 • are able to calculate a company value with the DCF method
<p>Course contents</p>	<p><u>Risk Management & Monitoring /ILV / Course no.: 1 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • 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
	<p><u>Forecasting Methods & Scenario Techniques /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <p>Part A - Forecasting Methods:</p> <ul style="list-style-type: none"> • 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) <p>Part B - Scenario techniques:</p> <ul style="list-style-type: none"> • Overview of different scenario techniques • Application options and examples
	<p><u>Data Analytics & Business Modeling /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <p>Fundamentals:</p> <ul style="list-style-type: none"> • 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) <p>Analysis methods:</p> <ul style="list-style-type: none"> • Structural testing analysis methods (regression analysis [linear, non-linear, logistic, exponential, etc.], time series analysis, variance/covariance analysis, discriminant analysis, contingency analysis, structural equation analysis, conjoint analyses) • Structural discovery analysis methods (factor analysis, cluster analysis, neural networks, multidimensional scaling, correspondence analysis, data envelopment analysis) <p>Business Analytics Process:</p> <ul style="list-style-type: none"> • 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)
	<p><u>Mergers & Acquisitions /ILV / Course no.: 4 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • 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	<p><u>Risk Management & Monitoring /ILV / Course no.: 1 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Forecasting Methods & Scenario Techniques /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Data Analytics & Business Modeling /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • 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.
	<p><u>Mergers & Acquisitions /ILV / Course no.: 4 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Blended Learning
Evaluation Methods Criteria	<p><u>Risk Management & Monitoring /ILV / Course no.: 1 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Module exam (Data Analytics & Business Modeling, Risk Management & Monitoring, Forecasting Methods & Scenario Techniques, Mergers & Acquisitions) • Online questions
	<p><u>Forecasting Methods & Scenario Techniques /ILV / Course no.: 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module exam (Data Analytics & Business Modeling, Risk Management & Monitoring, Forecasting Methods & Scenario Techniques, Mergers & Acquisitions) • Online questions
	<p><u>Data Analytics & Business Modeling /ILV / Course no.: 3 / 2nd semester / ECTS: 2.5</u></p> <ul style="list-style-type: none"> • Module exam (Data Analytics & Business Modeling, Risk Management & Monitoring, Forecasting Methods & Scenario Techniques, Mergers & Acquisitions)
	<p><u>Mergers & Acquisitions /ILV / Course no.: 4 / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Module exam (Data Analytics & Business Modeling, Risk Management & Monitoring, Forecasting Methods & Scenario Techniques, Mergers & Acquisitions) • Online questions

Module number:	Practical Project	Scope:	
		9	ECTS
PRA			
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: 2nd semester Master: 1. Study Cycle / 3rd semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	2nd semester: 2nd semester: not specified / 3rd semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Practical Project 1 /PT / LV-Nr: 1 / 2.Semester / ECTS: 5</u> Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden.		
	<u>Practical Project 2 /PT / LV-Nr: 2 / 3.Semester / ECTS: 4</u> Obermaier, R., Hrsg. (2016) Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Betriebswirtschaftliche, technische und rechtliche Herausforderungen, Wiesbaden.		
Acquisition of skills	<u>Practical Project 1 /PT / Course no.: 1 / 2nd semester / ECTS: 5</u> The students: <ul style="list-style-type: none"> • 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 / Course no.: 2 / 3rd semester / ECTS: 4</u> The students: <ul style="list-style-type: none"> • 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 / Course no.: 1 / 2nd 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 / Course no.: 2 / 3rd 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 / Course no.: 1 / 2nd semester / ECTS: 5</u> <ul style="list-style-type: none"> • 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 / Course no.: 2 / 3rd semester / ECTS: 4</u>		

	<ul style="list-style-type: none"> 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	<p><u>Practical Project 1 /PT / Course no.: 1 / 2nd semester / ECTS: 5</u> Final presentation</p>
	<p><u>Practical Project 2 /PT / Course no.: 2 / 3rd semester / ECTS: 4</u> Final presentation</p>

Module number:	Academic Methods	Scope:	
		4	ECTS
WIS			
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	2nd semester		
	4th semester		
Level	2nd semester: 2nd semester Master: 1st Study Cycle / 4th semester: 4th semester Master: 1st Study cycle		
Previous knowledge	2nd semester: 2nd semester: No details / 4th semester: 4th semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Quantitative Research Methods /SE / LV-Nr: 1 / 2.Semester / ECTS: 3</u> Bonart, T. & Bär, J. (2018) Quantitative Betriebswirtschaftslehre - Band I: Grundlagen, Operations Research, Statistik, Wiesbaden. Burns, A. & Burns, A. (2008) Business research methods and statistics using SPSS, London. Eckstein, P. P. (2016) Angewandte Statistik mit SPSS: Praktische Einführung für Wirtschaftswissenschaftler, Wiesbaden. Exler, M. W. & Situm, M. (2019) (Hrsg.) Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, Berlin. Foster, J., Barkus, E. & Yavorsky, C. (2006) Understanding and using advanced statistics, London.		
	<u>Qualitative Research Methods (E) /SE / LV-Nr: 35 / 4.Semester / ECTS: 1</u> Gläser, J. & Laudel, G. (2010) Experteninterviews und qualitative Inhaltsanalyse: als Instrument rekonstruierender Untersuchungen, Wiesbaden. Flick, U. (2018) An introduction to qualitative research, London. King, N., Horrocks, C. & Brooks, J. (2019) Interviews in qualitative research, London. Kuckartz, U. (2018) Qualitative Inhaltsanalyse: Methoden, Praxis, Computerunterstützung, Weinheim. Mayring, P. (2016) Einführung in die qualitative Sozialforschung, Weinheim.		
Acquisition of skills	<u>Quantitative Research Methods /SE / Course no.: 1 / 2nd semester / ECTS: 3</u> The students: <ul style="list-style-type: none"> • 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 / Course no.: 35 / 4th semester / ECTS: 1</u> The students: <ul style="list-style-type: none"> • 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 / Course no.: 1 / 2nd semester / ECTS: 3</u>		

	<p>I. Basics:</p> <ul style="list-style-type: none">• 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 <p>II. Descriptive Statistics:</p> <ul style="list-style-type: none">• 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 <p>III. Closing statistics:</p> <ul style="list-style-type: none">• Tests for differences (ANOVA, t-test, U-test, H-test etc.)• Supplementary correlation analysis (factor analysis, principal component analysis) <p>IV. Questionnaire design and scale evaluation</p> <ul style="list-style-type: none">• Application of scales and development of a questionnaire• Implementation of a pre-test• Development of constructs• Confirmatory factor analysis and Cronbach's alpha <p>V. Selected statistical techniques</p> <ul style="list-style-type: none">• Univariate and multivariate regression analysis• Multivariate linear discriminant analysis• Logistic regression
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	<p><u>Qualitative Research Methods (E) /SE / Course no.: 35 / 4th semester / ECTS: 1</u></p> <p>I. Basics:</p> <ul style="list-style-type: none"> • Difference between qualitative and quantitative research • 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 <p>II. Research design</p> <ul style="list-style-type: none"> • 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 <p>III. Qualitative data analysis</p> <ul style="list-style-type: none"> • 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	<p><u>Quantitative Research Methods /SE / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Qualitative Research Methods (E) /SE / Course no.: 35 / 4th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> • 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	<p><u>Quantitative Research Methods /SE / Course no.: 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Written exam • Online questions
	<p><u>Qualitative Research Methods (E) /SE / Course no.: 35 / 4th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> • Seminar thesis

Module number: CAS	Case study	Scope:	
		6	ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3rd semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Integrative Case Studies in Corporate Reorganization (AUT/GER) /PT / LV-Nr: 1 / 3.Semester / ECTS: 6</u></p> <p>Behringer, S. (2017) Unternehmenssanierung: Ursachen - Krisenfrüherkennung - Management, Wiesbaden. Dellinger, M., Oberhammer, P. & Koller, C. (2018) Insolvenzrecht: Eine Einführung, Wien. Giannaridis, G. (2019) Baustelle Sanierung: Wirtschaftsrechtliche Erwägungen vor und nach der Evaluation von Eigenverwaltung und Planverfahren, Hamburg. Hözle, G. (2013) Praxisleitfaden ESUG, Köln. Hofmann, M. (2016) Eigenverwaltung, Köln. Kodek, G. E. (2019) Insolvenzrecht, Wien. Scheifele, J. (2017) Die gesellschaftsrechtlichen Grenzen des Insolvenzplanverfahrens, Wiesbaden. Schmidt, A. (Hrsg.) (2018) Hamburger Kommentar zum Insolvenzrecht, Köln. Thierhoff, M. & Müller, R. (Hrsg.) (2015) Unternehmenssanierung, Heidelberg. Wimmer, K. (Hrsg.) (2017) FK-InsO - Frankfurter Kommentar zur Insolvenzordnung: mit EuInsVO, InsW und weiteren Nebengesetzen, München. Wunder, P. (2019) Die Kompetenzen innerhalb der GmbH bei der Sanierung im Schutzschirmverfahren, Baden-Baden.</p>		
Acquisition of skills	<p><u>Integrative Case Studies in Corporate Reorganization (AUT/CEFR) /PT / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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	<p><u>Integrative Case Studies in Corporate Reorganization (AUT/CEFR) /PT / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <p>Case-based integration of the following subject areas:</p> <ul style="list-style-type: none"> • 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	<p><u>Integrative Case Studies in Corporate Reorganization (AUT/CEFR) /PT / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <ul style="list-style-type: none"> • Blended Learning 		
Evaluation Methods Criteria	<p><u>Integrative Case Studies in Corporate Reorganization (AUT/CEFR) /PT / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <p>Final presentation</p>		

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	3rd semester		
Level	3rd semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3rd semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Extrajudicial & judicial reorganization (AUT/GER) /ILV / LV-Nr: 1 / 3.Semester / ECTS: 6</u></p> <p>Deutsches Recht Hamburger Kommentar zur InsO, 7. Aufl., 2019 Frankfurter Kommentar zur InsO, 9. Aufl., 2018 Hölzle, Praxisleitfaden ESUG, 2. Aufl. 2014 , ZIP-Verlag Rendels/Zabel, Insolvenzplan, 2. Aufl. 2015, ZIP-Verlag</p> <p>Österreichisches Recht Mohr, Franz, (2012), IO, Insolvenzordnung, Wien</p>		
	<p><u>Preparation of a remediation report /ILV / LV-Nr: 2 / 3.Semester / ECTS: 5</u></p> <p>Behringer, S. (2017) Unternehmenssanierung: Ursachen - Krisenfrüherkennung - Management, Wiesbaden. Exler, M. & Situm, M., Hrsg. (2019) Restrukturierungs- und Turnaround-Management, Berlin. Institut der Wirtschaftsprüfer in Deutschland e.V. (2017) Anforderungen an Sanierungskonzepte IDW ES 6 n.F. Düsseldorf. Faulhaber, P., Landwehr, N. & Grabow, H.-J. (2009) Turnaround-Management in der Praxis, Frankfurt.</p>		
Acquisition of skills	<p><u>Extrajudicial & judicial reorganization (AUT/CEFR) /ILV / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <p>The students:</p> <ul style="list-style-type: none"> • can distinguish between judicial and extrajudicial reorganization • know the legal particularities of out-of-court restructuring • know the main features of the German ESUG (self-administration and protective shield proceedings) 		
	<p><u>Preparation of a remediation report /ILV / Course no.: 2 / 3rd semester / ECTS: 5</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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	<p><u>Extrajudicial & judicial reorganization (AUT/CEFR) /ILV / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <ul style="list-style-type: none"> • 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 		
	<p><u>Preparation of a remediation report /ILV / Course no.: 2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • 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 		
	<u>Extrajudicial & judicial reorganization (AUT/CEFR) /ILV / Course no.: 1 / 3rd semester / ECTS: 6</u>		

Teaching and learning methods	<p>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.</p>
	<p><u>Preparation of a remediation report /ILV / Course no.: 2 / 3rd semester / ECTS: 5</u></p> <p>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.</p>

Evaluation Methods Criteria	<p><u>Extrajudicial & judicial reorganization (AUT/CEFR) /ILV / Course no.: 1 / 3rd semester / ECTS: 6</u></p> <ul style="list-style-type: none"> • Module exam (out-of-court & in-court reorganization, preparation of a reorganization report)
	<p><u>Preparation of a remediation report /ILV / Course no.: 2 / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Module exam (out-of-court & in-court reorganization, preparation of a reorganization report)

Module number:	Restructuring tools	Scope:	
		5	ECTS
REW			
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 3rd semester Master: 1st Study cycle		
Previous knowledge	3rd semester: 3rd semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Financial Optimization /ILV / LV-Nr: 2 / 3.Semester / ECTS: 2</u></p> <p>Exler, M. & Situm, M. Hrsg. (2019) Restrukturierungs- und Turnaround-Management, Berlin. Hohberger, S. & Damlachi, H. Hrsg. (2019) Praxishandbuch Sanierung im Mittelstand, Heidelberg. Hohendanner, A. & Schreiner, E. (2015) Unternehmenssanierung, Restrukturierung und Fortbestehensprognose, Wien. von Leoprechting, G. (2018) Unternehmenssanierung, Herne. Mittendorfer, R. (2007), Praxishandbuch Akquisitionsfinanzierung – Erfolgsfaktoren fremdfinanzierter Unternehmensübernahmen, Heidelberg. Rüsen, T. A. (2017) Krisen und Krisenmanagement in Familienunternehmen: Schwachstellen erkennen, Lösungen erarbeiten, Existenzbedrohungen meistern, Wiesbaden.</p>		
	<p><u>Performance optimization /ILV / LV-Nr: 24 / 3.Semester / ECTS: 2</u></p> <p>Exler, M. & Situm, M. Hrsg. (2019) Restrukturierungs- und Turnaround-Management, Berlin. Hohberger, S. & Damlachi, H. Hrsg. (2019) Praxishandbuch Sanierung im Mittelstand, Heidelberg. von Leoprechting, G. (2018) Unternehmenssanierung, Herne. Rüsen, T. A. (2017) Krisen und Krisenmanagement in Familienunternehmen: Schwachstellen erkennen, Lösungen erarbeiten, Existenzbedrohungen meistern, Wiesbaden.</p>		
	<p><u>Integrated Planning & Control Systems /ILV / LV-Nr: 3 / 3.Semester / ECTS: 2</u></p> <p>Behrens, R. & Feuerlohn, B. (2018) Angewandtes Unternehmenscontrolling: Operative Systeme der Planung, Kontrolle und Entscheidung, München. Exler, M. (2015) Controllingorientiertes Finanz- und Rechnungswesen - Jahresabschluss & Analyse, Finanzwirtschaft, Wertmanagement, Herne. Exler, M. & Situm, M. (Hrsg.) (2019) Restrukturierungs- und Turnaround-Management, Berlin. Gleich, R. & Linsner, R. (Hrsg.) (2019) Integrierte Planung und Steuerung von Erfolg und Liquidität: Die wichtigsten Konzepte, Werkzeuge und Kennzahlen, Freiburg. Mosler, A. (2017) Integrierte Unternehmensplanung: Anforderungen, Lösungen und Echtzeitsimulation im Rahmen von Industrie 4.0, Wiesbaden.</p>		
	<p><u>Innovation as a driver of turnaround /ILV / LV-Nr: 4 / 3.Semester / ECTS: 1</u></p> <p>Behringer, S. (2017) Unternehmenssanierung: Ursachen - Krisenfrüherkennung - Management, Wiesbaden. Evertz, D. & Krystek, U. (2014) Unternehmen erfolgreich restrukturieren und sanieren: Herausforderungen und Lösungsansätze für den Turnaround, Stuttgart. Exler, M. W. & Situm, M. (2019) (Hrsg.). Restrukturierungs- und Turnaround-Management: Strategien, Erfolgsfaktoren und Best Practice für die Transformation, Berlin. Fuchs, C. & Golenhofer, F. (2018) Mastering disruption and innovation in product management: Connecting the dots, Cham. Goffin, K. & Mitchell, R. (2016) Innovation management: Effective strategy and implementation, London. Kreutzer, R. T. T., Neugebauer, T. & Pattloch, A. (2016) Digital business innovation: Digitale Transformation - Geschäftsmodell - Innovation - agile Organisation - Change Management, Wiesbaden. Schallmo, D. (2015) Bestehende Ansätze zu Business Model Innovationen: Analyse und Vergleich der Geschäftsmodelle, Wiesbaden. Tilley, A. (2019) Turnaround management: Unlocking and preserving value in distressed businesses, Surrey.</p>		
Acquisition of skills	<p><u>Financial Optimization /ILV / Course no.: 2 / 3rd semester / ECTS: 2</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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 		
	<p><u>Performance optimization /ILV / Course no.: 24 / 3rd semester / ECTS: 2</u></p>		

	<p>The students:</p> <ul style="list-style-type: none">• 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
	<p><u>Integrated Planning & Control Systems /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <p>The students:</p> <ul style="list-style-type: none">• 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

<p>Acquisition of skills</p>	<p><u>Innovation as a driver of turnaround /ILV / Course no.: 4 / 3rd semester / ECTS: 1</u></p> <p>The students:</p> <ul style="list-style-type: none"> • 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
<p>Course contents</p>	<p><u>Financial Optimization /ILV / Course no.: 2 / 3rd semester / ECTS: 2</u></p> <p>I. Fundamentals of Corporate Finance</p> <p>II. Fundamentals of Restructuring Financing</p> <p>III. Financial restructuring measures in the area of debt capital</p> <ul style="list-style-type: none"> • 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 <p>IV. Special forms of restructuring financing (mezzanine loan incl. participating loan, typical and atypical dormant partnership, debtor-in-possession capital, profit participation rights, convertible bonds)</p> <p>V. Other financial restructuring measures</p> <ul style="list-style-type: none"> • 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)
	<p><u>Performance optimization /ILV / Course no.: 24 / 3rd semester / ECTS: 2</u></p> <p>I. Restructuring within the individual functional areas</p> <ul style="list-style-type: none"> • Purchasing • Production • Construction • Logistics • Sales • Human Resources • Accounting • Research & Development <p>II. Negotiations with creditors taking into account different partial interests</p> <ul style="list-style-type: none"> • Credit institutions and trade credit insurers • Suppliers • Social insurance agencies and tax authorities
	<p><u>Integrated Planning & Control Systems /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 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
	<p><u>Innovation as a driver of turnaround /ILV / Course no.: 4 / 3rd semester / ECTS: 1</u></p>

	<p>I. Basics</p> <ul style="list-style-type: none"> • 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) <p>II. Sources of innovation</p> <ul style="list-style-type: none"> • Product innovation in turnaround management • Process innovation in turnaround management • Marketing innovation in turnaround management • Organizational innovation in turnaround management <p>III. Strategy and innovation in turnaround</p> <ul style="list-style-type: none"> • Innovation strategies in turnaround management • Success of innovation in turnaround situations
Teaching and learning methods	<p><u>Financial Optimization /ILV / Course no.: 2 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Performance optimization /ILV / Course no.: 24 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Blended Learning

Teaching and learning methods	<p><u>Integrated Planning & Control Systems /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Blended Learning
	<p><u>Innovation as a driver of turnaround /ILV / Course no.: 4 / 3rd semester / ECTS: 1</u></p> <ul style="list-style-type: none"> • 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	<p><u>Financial Optimization /ILV / Course no.: 2 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module Exam (Financial Optimization, Performance Optimization) • Online Questions
	<p><u>Performance optimization /ILV / Course no.: 24 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Module Exam (Financial Optimization, Performance Optimization) • Online Questions
	<p><u>Integrated Planning & Control Systems /ILV / Course no.: 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Seminar thesis • Online questions
	<p><u>Innovation as a driver of turnaround /ILV / Course no.: 4 / 3rd semester / ECTS: 1</u></p> <ul style="list-style-type: none"> • Seminar thesis

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	4th semester		
Level	4th semester: 4th semester Master: 1st study cycle		
Previous knowledge	4th semester: 4th semester Master: no details		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Study trip /ILV / Course no.: 1 / 4th semester / ECTS: 3</u> none		
Acquisition of skills	<u>Study trip /ILV / Course no.: 1 / 4th 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 / Course no.: 1 / 4th 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 / Course no.: 1 / 4th 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 / Course no.: 1 / 4th semester / ECTS: 3</u> • Final report		

Module number:	Master Thesis	Scope:	
MAS			ECTS
Degree program	University of Applied Sciences Master's Program - Corporate Transformation Management part-time		
Position in the curriculum	4th semester		
Level	4th semester: 4th semester Master: Introduction / 4th semester: 4th semester Master: Master Thesis		
Previous knowledge	4th semester: 4th semester Master: no details / 4th semester: 4th semester Master: Master		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Colloquium for the Master thesis /SE / LV-Nr: 37 / 4.Semester / ECTS: 2</u></p> <p>Balzert, H., Schröder, M. & Schäfer, C. (2017) Wissenschaftliches Arbeiten: Ethik, Inhalt & Form wiss. Arbeiten, Handwerkszeug, Quellen, Projektmanagement, Präsentation, Wiesbaden. Berger-Grabner, D. (2016) Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele. Wiesbaden. Esselborn-Krumbiegel, H. (2017) Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen. Paderborn. Kipman, U., Leopold-Wildburger, U. & Reiter, T. (2018) Wissenschaftliches Arbeiten 4.0: Vortragen und Verfassen leicht gemacht. Berlin-Heidelberg. Oehlich, M. (2019) Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Berlin-Heidelberg. Theisen, M. R. (2016) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München.</p>		
	<p><u>Master thesis /SE / LV-Nr: 38 / 4.Semester / ECTS: 22</u></p> <p>Berger-Grabner, D. (2016) Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften, Wiesbaden. Disterer, G. (2019) Studien- und Abschlussarbeiten schreiben: Seminar, Bachelor- und Masterarbeiten in den Wirtschaftswissenschaften, Wiesbaden. Esselborn-Krumbiegel, H. (2017) Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen, Paderborn. Oehlich, M. (2019) Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften, Wiesbaden. Theisen, M. R. (2016) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeiten. München.</p>		
Acquisition of skills	<p><u>Colloquium for the Master thesis /SE / Course no.: 37 / 4th semester / ECTS: 2</u></p> <p>After successful completion of the course, students will be able to combine the following competences:</p> <ul style="list-style-type: none"> • Conduct scientific reviews • Presentation to scientific community • Presentation of scientific facts 		
	<p><u>Master thesis /SE / Course no.: 38 / 4th semester / ECTS: 22</u></p> <p>After successfully completing the course, students are able to independently develop and elaborate a specialized topic in the field of corporate restructuring and transformation, and review and apply it using scientific methods.</p>		
Course contents	<p><u>Colloquium for the Master thesis /SE / Course no.: 37 / 4th semester / ECTS: 2</u></p> <p>The aim of the course is to ensure the students' reflection during the period of working on the Master thesis, in particular practicing defending and presenting academic topics as well as shaping discussions and conducting discourse.</p>		
	<p><u>Master thesis /SE / Course no.: 38 / 4th semester / ECTS: 22</u></p> <p>Independent development and elaboration of an interdisciplinary subject area in the field of transformation and turn-around using scientific methods. Ideally, there is a synthesis of business-related, transformational and legal problems and solution approaches.</p>		
Teaching and learning methods	<p><u>Master thesis /SE / Course no.: 38 / 4th semester / ECTS: 22</u></p> <p>Master Thesis</p>		
Evaluation Methods Criteria	<p><u>Colloquium for the Master thesis /SE / Course no.: 37 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Handout 		
	<p><u>Master thesis /SE / Course no.: 38 / 4th semester / ECTS: 22</u></p> <ul style="list-style-type: none"> • Master Thesis 		

2.5 Internship

Internship (semester information, duration in weeks per semester)	No	No
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2.6 Semester Abroad

Obligatory semester abroad (semester specification)	No	No
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3 ADMISSION REQUIREMENTS

The general admission requirements are regulated by section 4 of the FHG (Fachhochschule Studies Act) as amended, according to which the subject-related admission requirement for a Fachhochschule Master's degree program is a completed University of Applied Sciences Bachelor degree program relevant to the subject or the completion of an equivalent degree program at a recognized domestic or foreign post-secondary educational institution.

1. For the purposes of the present application, Bachelor programs or equivalent post-secondary educational qualifications in social and economic sciences (in accordance with ISCED 2013, Fields of Education and Training 03/04), which cover the core subjects of Business Administration, Controlling, Finance and Management (in accordance with ISCED 2013, Fields of Education and Training 031/032/041), are considered relevant to the subject area in question, in summary, in a total amount of at least 30 ECTS.
2. The FH Kufstein Tirol provides in its course architecture for a networking of the Bachelor and Master programs in the sense of the Bologna process: Following successful completion of a Bachelor program, graduates have several options for a Master's degree course at and outside the FH Kufstein Tirol. Graduates of the following FH Kufstein Tirol degree programs (irrespective of the organizational form) would be admitted to the present Master's degree program based on the above-mentioned professional qualifications:
 - Energy and Sustainability Management
 - Facility and

Real Estate Management
 - International Business Studies
 - Marketing and Communication Management
 - Sports, Culture and Event Management
 - Business Management
 - Web Business and Technology
 - Industrial Engineering and Management
3. The languages of instruction and examination at the FH Kufstein Tirol are German and English across all degree programs. Students from non-German speaking countries must therefore provide appropriate evidence of their German language skills.
4. Examining the fulfillment of the admission requirements is the responsibility of the Master's program in Corporate Transformation Director of Studies.