

Beschluss RSO 1551 des Präsidiums der  
Frankfurt University of Applied Sciences  
am 06.05.2024

# RSO 1551

Verteiler: WeLL1, BeSt-Ver-  
teiler

## Programmspezifische Regelungen für die hochschulzertifizierte Weiterbildungs- maßnahme „DAS Sustainable Transformation Manager\*in“

Das Präsidium der Frankfurt University of Applied Sciences genehmigt auf Grundlage der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote (Präsidiumsbeschluss RSO 1306 vom 25.01.2022) die programmspezifischen Regelungen für die hochschulzertifizierte Weiterbildungsmaßnahme „DAS Sustainable Transformation Manager\*in“.

**TOP: Beschlussfassung zu programmspezifischen Regelungen (KompetenzCampus)**

Datum: 17. April 2024

Als Grundlage für die programmspezifischen Regelungen dienen die Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote (RSO 1306 vom 25.01.2022, Senatsbeschluss vom 15.12.2021) in der vom Senat am 22. November 2023 zugestimmten geänderten Fassung. Laut den Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote wird für jedes Zertifikat eine programmspezifische Regelung geschrieben und durch den Senat beschlossen. Im Hinblick auf die strategische Entwicklung der wissenschaftlichen Weiterbildung an der Frankfurt UAS wurden drei neue Zertifikate entwickelt. Diese Zertifikate sollen ab dem SoSe 2024 angeboten werden.

**Neue programmspezifische Regelungen**

Lfd. Nr.	Name des Zertifikats	Fachverantwortung	Abschlussformat	Besonderheiten	Name des Dokuments
1	Systemic Business Manager*in	Prof. Dr. Johannes Ohmer	Certificate of Advanced Studies (CAS)	MBA Sustainable Business Development	2024-01-29_CAS SBM
2	Sustainable Transformation Manager*in	Prof. Dr. Johannes Ohmer	Diploma of Advanced Studies (DAS)	MBA Sustainable Business Development	2024-01-29_DAS STM
3	Verhandlungsführer*in	Anja Hennungsmeyer	Micro-credential		2024-01-25_MC_Verhandlungsführerin

# Programmspezifische Regelungen

Diploma of Advanced Studies (DAS)  
“Sustainable Transformation Manager\*in”  
KompetenzCampus – Weiterbildung und Lebenslanges Lernen

## **Programmspezifische Regelungen Diploma of Advanced Studies „Sustainable Transformation Manager\*in“ des KompetenzCampus der Frankfurt University of Applied Sciences vom 17.04.2024**

Aufgrund des § 42 Abs. 2 Nr. 2 des Hessischen Hochschulgesetzes (HessHG) vom 14. Dezember 2021 (GVBl. S. 931), zuletzt geändert durch Gesetz vom 29. Juni 2023 (GVBl. S. 456, 472), hat der Senat der Frankfurt University of Applied Sciences am 17. April 2024 die nachstehenden Programmspezifischen Regelungen Diploma of Advanced Studies „Sustainable Transformation Manager\*in“ des KompetenzCampus der Frankfurt University of Applied Sciences beschlossen.

Die Programmspezifischen Regelungen entsprechen den Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen an der Frankfurt University of Applied Sciences vom 15. Dezember 2021, zuletzt geändert am 22. November 2023 (veröffentlicht am 8. Oktober 2024 auf der Internetseite der Amtlichen Mitteilungen der Frankfurt University of Applied Sciences) und ergänzt diese.

Die Programmspezifischen Regelungen wurden durch das Präsidium am 6. Mai 2024 gemäß § 43 Abs. 5 HessHG genehmigt.

### **Inhaltsübersicht**

§ 1 Gegenstand, Inhalt und Format.....	3
§ 2 Ausbildungsziel und Abschlussbezeichnung.....	3
§ 3 Zugangsvoraussetzungen.....	3
§ 4 Aufnahmeverfahren.....	3
§ 5 Module und Leistungsnachweise .....	3
§ 6 Prüfungsausschuss.....	4
§ 7 Meldung und Zulassung zu Prüfungsleistungen .....	4
§ 8 Inkrafttreten.....	4
Anlage 1: Modulbeschreibungen.....	5
Modul 2: Business Development Management .....	5
Modul 4: Systemic Thinking and Management of Complex Systems .....	7
Modul 5: Corporate Sustainability Management .....	8
Modul 6: Value-based Leadership: Business Ethics and Corporate Culture .....	9
Modul 8: Business Unit Development including Mergers and Acquisitions .....	10
Modul 12: Strategic Business Development - Interactive Simulation.....	11

## **§ 1 Gegenstand, Inhalt und Format**

Der KompetenzCampus, Abteilung für Weiterbildung und Lebenslanges Lernen an der Frankfurt University of Applied Sciences bietet kostenpflichtige hochschulzertifizierte Weiterbildungsmodule an, die mit ECTS-Punkten (Credit Points) versehen sind. Das Entgelt richtet sich nach § 3, Absatz 5 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen der Frankfurt University of Applied Sciences. Das Angebot umfasst folgendes Format:

Diploma of Advanced Studies, 30 ECTS-Punkte (Credit Points).

## **§ 2 Ausbildungsziel und Abschlussbezeichnung**

- (1) Das Qualifikationsziel der einzelnen Weiterbildungsmodule ergibt sich aus den jeweiligen Modulbeschreibungen gemäß Anlage 1.
- (2) Die Module werden auf dem Qualifikationsniveau des zweiten Studienzyklus (Master-Ebene) angeboten.
- (3) Das Qualifikationsziel des Zertifikatskurses „Diploma of Advanced Studies Sustainable Transformation Manager\*in“ ist die kompakte Vermittlung aktuell relevanter Kompetenzen und Skills im ganzheitlichen Management komplexer Systeme sowie in den Bereichen Nachhaltigkeits- und Veränderungsmanagement. Hier stehen insbesondere die Themen Corporate Sustainability Management, Business Unit Development, Systemic Thinking, Value-based Leadership und strategische Geschäftsentwicklung im Vordergrund.
- (4) Das Zertifikat mit der Abschlussbezeichnung „Diploma of Advanced Studies – Sustainable Transformation Manager\*in“ mit 30 ECTS-Punkten wird vergeben, wenn alle sechs Weiterbildungsmodule des Zertifikats mit Prüfung erfolgreich absolviert wurden. Das Zertifikat enthält eine Beschreibung des Programms sowie eine Übersicht über die nachgewiesenen Leistungen in den Modulen.

## **§ 3 Zugangsvoraussetzungen**

Zu den hochschulzertifizierten Weiterbildungsangeboten können diejenigen zugelassen werden, die über einen ersten Hochschulabschluss verfügen sowie diejenigen, die die für die Teilnahme erforderliche Eignung im Beruf oder auf andere Weise erworben haben.

## **§ 4 Aufnahmeverfahren**

- (1) Die Aufnahme in die Weiterbildungsmodule und die Zertifikatskurse richtet sich nach den verfügbaren Plätzen. Ein Anspruch auf Aufnahme besteht nicht.
- (2) Die Aufnahme in die Weiterbildungsmodule und Zertifikatskurse erfolgt nur, wenn das Entgelt entrichtet wurde.

## **§ 5 Module und Leistungsnachweise**

- (1) Die einzelnen Weiterbildungsmodule haben einen Umfang von 5 ECTS-Punkten (Credit Points). Dabei umfasst ein ECTS-Punkt (Credit Point) einen Arbeitsaufwand von 25 Stunden.

- (2) Das Programm des „Diploma of Advanced Studies“ hat einen Umfang von 30 ECTS-Punkten (Credit Points).
- (3) Die Lernergebnisse und Inhalte der Module, die ECTS-Punkte (Credit Points), die Arbeitslast und die Art und Dauer der jeweiligen Prüfungen und Leistungsnachweise ergeben sich aus den Modulbeschreibungen (Anlage 1). Die Häufigkeit des Angebots ergibt sich aus der Nachfrage zum jeweiligen Modul.
- (4) Für die Anrechnung der Weiterbildungsmodule gilt § 16 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen.

## **§ 6 Prüfungsausschuss**

Der KompetenzCampus richtet gemäß § 17 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen einen Prüfungsausschuss ein, dem mindestens drei Mitglieder und höchstens fünf angehören. Diese werden für die Dauer von bis zu 3 Jahren gewählt.

## **§ 7 Meldung und Zulassung zu Prüfungsleistungen**

Der Prüfungsausschuss legt die Prüfenden, die Termine, den Anmeldezeitraum sowie den Rücknahmezeitraum für Meldungen zu Prüfungsleistungen der Module fest.

## **§ 8 Inkrafttreten**

Diese Programmspezifischen Regelungen treten am 7. Mai 2024 in Kraft. Sie werden auf der Website des KompetenzCampus veröffentlicht.

Frankfurt am Main, 06.05.2024

Prof. Dr. Kai-Oliver Schocke  
Präsident

**Anlage 1: Modulbeschreibungen****Modul 2: Business Development Management**

Module title	Business Development Management
Module number	2
Study programme	DAS Sustainable Transformation Manager*in
Modul usability	MBA Sustainable Business Development; DAS Sustainable Business Development and Innovation Manager*in; DAS Sustainable Transformation Manager*in; CAS Business Development Manager*In
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<p>Students will gain an understanding of “Business Development” by</p> <ul style="list-style-type: none"> <li>• Analyzing and understanding the changes in the meaning and perception of “business development” in the past and the increased requirements, also in terms of “sustainability” in the future.</li> <li>• Developing a deep understanding of the scope and content as well as a definition of business development.</li> <li>• Differentiating “Business Development” from other management tasks, such as strategy development or sales planning.</li> <li>• Recognizing their own importance as drivers and implementers of change and confidently accept this task.</li> <li>• Designing alternative organizational models and assess interfaces to other functions</li> <li>• Deepening their knowledge and understanding how to advance business development strategies in changing markets by expanding existing market access, new products, services, sales approaches or development of new business models.</li> <li>• Working out detailed components and methods of “Business Development” and understanding the business development process.</li> <li>• Differentiating between the “business model” and the “business plan”.</li> <li>• Learning techniques of structured business model development and applying them to concrete examples.</li> <li>• Internalizing the essential components of a business plan.</li> <li>• Discussing and learning what it takes to be a good business developer.</li> <li>• Understanding the basics of change management.</li> <li>• Understanding the importance of cooperating with other areas in order to be successful and implement change.</li> <li>• Learning how the success of business development can be measured and monitored.</li> </ul> <p>Students strengthen their generic competencies by:</p>

	<ul style="list-style-type: none"> <li>• Being encouraged to think methodically and interconnectedly when dealing with interdisciplinary issues related to business development projects.</li> <li>• Using their structured problem-solving skills and sharpening their problem awareness.</li> <li>• Working collaboratively in teams.</li> <li>• Inserting their conflict management and change management skills.</li> <li>• Applying techniques for gathering information, analysis and drawing conclusions.</li> </ul>
Module contents	Business Development Management
Module teaching methods	Seminar
Module language	English
Module coordination	Prof. Dr. Johannes Ohmer



**Modul 4: Systemic Thinking and Management of Complex Systems**

Module title	Systems Thinking and Management of Complex Systems
Module number	4
Study programme	DAS Sustainable Transformation Manager*in
Module usability	MBA Sustainable Business Development; DAS Sustainable Transformation Manager*in; CAS Systemic Business Manager*in
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Project work (submission period 8 weeks) with presentation with individual reflection (at least 10, at most 20 minutes)
Learning outcomes and skills	<ul style="list-style-type: none"> <li>• Students know and will be able to classify the different schools of thought of systems thinking, they are able to describe systems dynamics and use tools to illustrate them.</li> <li>• Students can identify the different stages of the process of systems practice and can apply them independently to derive new insights for businesses based on systems practice.</li> <li>• Students are capable of discussing principles, tasks and tools to effectively manage complex systems.</li> <li>• Students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</li> <li>• Students are able to critically incorporate the current state of research and analyze and explain current research findings and are able critically question and interpret them.</li> <li>• They are able to select suitable methods and concrete ways of operationalizing research results and are also able to justify them when applying them in their professional context.</li> <li>• Students develop and apply appropriate and systemic solution proposals for their field of activity.</li> <li>• Students reflect on and actively develop their role in the respective professional contexts and develop a professional self-image that understands sustainable, future-oriented and responsible business development as an attractive and inevitable reaction to the economic and ecological transformation of the economy and society.</li> </ul>
Module contents	Systemic Thinking and Management of Complex Systems
Module teaching methods	Seminar with digital teaching, Miro-board, group discussions, case study, individual reflection
Module language	English
Module coordination	Prof. Dr. Cord Siemon
Comments	

**Modul 5: Corporate Sustainability Management**

Module title	Corporate Sustainability Management
Module number	5
Study programme	DAS Sustainable Transformation Manager*in
Module usability	MBA Sustainable Business Development; DAS Sustainable Business Development and Innovation Manager*in; DAS Sustainable Transformation Manager*in; CAS Business Development Manager*In
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Presentation (at least 5, at most 10 minutes) with written assignment with individual reflection (submission period 8 weeks)
Learning outcomes and skills	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>• Explain the historical and theoretical basics of sustainability.</li> <li>• Review Sustainability/Sustainable Entrepreneurship, Social Entrepreneurship, Eco Entrepreneurship in a corporate context (“Intrapreneurship”) and consistent with outline of Modul 3.</li> <li>• Raising awareness of the importance of sustainable aspects for the successful process of ideation, modelling and business planning (social entrepreneurship / green entrepreneurship).</li> <li>• Clarification of the concept of sustainability and its multidimensionality (ESG) in the context of technological and ecological developments of the environment.</li> <li>• Reflect the importance of sustainability for modern entrepreneurship and corporate management as well as the impact of corporate behavior on sustainability.</li> <li>• Discuss major sustainability management concepts, models, measurement tools and control mechanisms, and are able to transfer them to specific business requirements.</li> <li>• Read, understand and critically analyze CSR reports.</li> <li>• Design corporate sustainability opportunities according to a company’s specific positioning, product or market.</li> <li>• Differentiate sustainable and social entrepreneurship from sustainability management.</li> <li>• Critically evaluate different concepts also in the context of growth and general business development.</li> <li>• Distinguish the role of sustainability in a company and set-up a sustainability process.</li> <li>• Know and apply sustainability communication tools.</li> <li>• Develop and apply appropriate and systemic solution proposals for their field of activity.</li> <li>• Reflect on and actively develop their role in the respective professional contexts and develop a professional self-image that considers sustainable, future-oriented and responsible business development to be crucial to responding to the ongoing economic and ecological challenges that are taking place within this field.</li> </ul>
Module contents	Corporate Sustainability Management
Module teaching methods	Lecture/seminar, group sessions, best practices, discussions
Module language	English
Module coordination	Prof. Dr. Johannes Ohmer

## Modul 6: Value-based Leadership: Business Ethics and Corporate Culture

Module title	Value-based Leadership: Business Ethics and Corporate Culture
Module number	6
Study programme	DAS Sustainable Transformation Manager*in
Module usability	MBA Sustainable Business Development; DAS Sustainable Transformation Manager*in; CAS Systemic Business Manager*in
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	<p>b. Portfolio examination consisting of:</p> <ol style="list-style-type: none"> <li>1. Presentation (at least 10, at most 20 minutes), weighting 40 %</li> <li>2. Written examination (60 minutes), weighting 60 %</li> </ol> <p>The examination is passed if at least 50% of the possible score has been achieved.</p>
Learning outcomes and skills	<ul style="list-style-type: none"> <li>• Students understand the research field of business and corporate ethics and understand the necessity of addressing the topic of business and corporate ethics.</li> <li>• Students will have an overview of essential theoretical foundations of business and corporate ethics and also establish numerous practical application references.</li> <li>• Students can apply important theoretical foundations of business and corporate ethics as well as corporate social responsibility (CSR).</li> <li>• Students are able to discuss the fundamental relationship between law, economics and ethics and are able to define the essential terms.</li> <li>• Students will be sensitized to ethical issues in the international context.</li> <li>• Students are enabled to apply the learned contents to concrete practical problems and are able to independently reflect on the ethical behavior of companies.</li> <li>• Students can apply their knowledge to analyze special problems of economic and business ethics in the international context and to concrete situations.</li> <li>• Students can explain and represent their gained experiences and knowledge in project and group work.</li> <li>• Students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</li> </ul>
Module contents	Value-based Leadership: Business Ethics and Corporate Culture
Module teaching methods	Seminar with Case Studies, Presentations, Group work, Class discussions
Module language	English
Module coordination	Prof. Dr. Veronika Kneip

**Modul 8: Business Unit Development including Mergers and Acquisitions**

Module title	Business Unit Development including Mergers and Acquisitions
Module number	8
Study programme	DAS Sustainable Transformation Manager*in
Module usability	MBA Sustainable Business Development; DAS Sustainable Business Development and Innovation Manager*in; DAS Sustainable Transformation Manager*in; CAS Business Development Manager*In
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<ul style="list-style-type: none"> <li>• Upon successful completion of this module, students will be able to:</li> <li>• Classify state of the art sustainable business development know how, methods and concepts.</li> <li>• Implement processes of sustainable business development on the Corporate and SBU level.</li> <li>• Explain the interdependencies and complex relationships between corporate business development, SBU business development and CSR goals (Corporate Social Responsibility goals).</li> <li>• Apply the most important business development tools and business development concepts for business development on the corporate level and especially on the SBU level.</li> <li>• Develop new sustainable business opportunities, business areas and business models for SBUs.</li> <li>• Evaluate opportunities, risks, strengths and weaknesses of new sustainable business areas.</li> <li>• Reflect the typical challenges, implementation problems and organisational complexities of Corporate and SBU business development, especially in relation to CSR goals (Corporate Social Responsibility goals)</li> <li>• Design and implement business development strategies for existing and new SBUs.</li> <li>• Implement the international and intercultural roll-out of new business opportunities, business areas and business models.</li> <li>• Explain and interpret the growing importance of M&amp;A in international business development.</li> <li>• Manage and apply the major M&amp;A instruments.</li> <li>• Critically reflect sustainability, diversity and circular economy issues in business development and M and A deals.</li> <li>• Develop and apply systemic complex thinking as well as solutions for innovative sustainable business models.</li> <li>• Elaborate und discuss solutions for complex and sustainable systems and corresponding business models in a team.</li> </ul>
Module contents	Business Unit Development including Mergers and Acquisitions
Module teaching methods	Seminar with teaching as well as group-based solution-findings and presentation of in-class case studies
Module language	English
Module coordination	Prof. Dr. Tino Michalski

## Modul 12: Strategic Business Development - Interactive Simulation

Module title	Strategic Business Development – Interactive Simulation
Module number	12
Study programme	DAS Sustainable Transformation Manager*in
Module usability	MBA Sustainable Business Development; DAS Sustainable Transformation Manager*in; CAS Systemic Business Manager*in
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	none
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 10, at most 20 minutes per person) with written assignment (submission period 4 weeks)
Learning outcomes and skills	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>• Recognize the correlations of entrepreneurial decisions in the areas of purchasing, production, sales and marketing on entrepreneurial results in a simulated competitive environment of the business management game.</li> <li>• Make decisions in the field of corporate management.</li> <li>• Apply their specialized knowledge in a real as possible situation</li> <li>• Collect and cluster open professional questions and answer them within the group</li> <li>• Assign roles and develop their decision-making competencies further</li> <li>• Reflect their own responsibility and agree in their team on a joint decision.</li> <li>• Handle conflicts and find a solution to agree on decisions</li> <li>• Link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</li> </ul>
Module contents	Sustainable Business Development – Interactive Simulation
Module teaching methods	Simulation Game in the character of a seminar lecture
Module language	English
Module coordination	Prof. Dr. Johannes Ohmer
Comments	