

MASTER'S DEGREE EXAMINATION
DOUBLE DIPLOMA PROGRAMME – Technische Universität Berlin
Study major: Management

1. Regular versus strict liability in business contexts.
2. Purchase of an on-going enterprise - types of transactions and effects.
3. Conclusion and termination of employment contracts
4. Conclusion of contracts under 1980 Vienna Convention on the International Sales of Good.
5. Identify and describe corporate responses to climate change.
6. Explain bottom-up attitude to building an international climate agreement. Use Paris Agreement to illustrate this approach.
7. Identify and describe possible consequences in sectors that are most vulnerable to global warming impacts.
8. Explain the meaning and implications of the Common but Differentiated Responsibility principle adopted in UNFCCC.
9. Identify and comment opportunities and constraints in energy sector in terms of GHG emission reduction.
10. List and explain the principles of negotiations according to Fisher & Ury.
11. Explain the concept of carbon bubble, identify the most vulnerable sectors and possible consequences for the world economy.
12. Factors of choosing distribution channels at foreign markets.
13. Methods of selection of foreign markets.
14. Standardization vs. adaptation in international marketing. Benefits and barriers.
15. Cultural distance: implication for international marketing.
16. In which conditions is franchising the preferred method of entering a foreign market.
17. Strategies of foreign expansion of an enterprises . Advantages and disadvantages.
18. Motives of internationalization of a company's operation.
19. How can logistics affects the company's competitive advantage?
20. What does the systematic approach in logistics and supply chain consist in?
21. How can logistics affects profitability and company goodwill?
22. What is the meaning of logistic outsourcing? What benefits and risk can it be related to from the point of view of production and trade companies?
23. What is a supply chain? What is the difference between supply chain management and traditional enterprises management?
24. Which breakthrough technologies have greatest impact on the supply chain management and logistics in the 21 st. century? Characterize the impact using the example of one technology?
25. How supply chain management and logistics management influence reduced consumption of flue and application of alternative energy source transport?
26. Discuss at least 3 advantages of house of quality, indicating the possibilities of extending them by applying another know method used in operation management.
27. Discuss the major standardization systems.
28. Using an example, explain how operations affect the conditions of human work in the enterprises.
29. Describe the essence of application of the Kaizen method. In which organizational culture does this method perform best?
30. List the measures of use of production capacity. What are the strategies of managing the production capacity? Justify your answer.

31. Describe one of the methods of assessing the choice of location. How can it be evaluated via location risk management?
32. Stakeholders of enterprises and their expectations.
33. Essence of concept of value base management and causes of its development.
34. Stages of managing value base management in enterprise.
35. Methods of enterprise valuation.
36. Measure of creating company goodwill and value for shareholders.
37. Discuss the concept of technology entrepreneurship.
38. Discuss the features of a new technology-based firm (NTBF).
39. Discuss the major advantages and disadvantages of setting up a technological start-up as a business of an individual.
40. Explain what a technological 'spin-off' firm is from the perspective of corporate venturing, and give two examples of such firms.
41. Discuss the major determinants of creating new technology-based firms (NTBFs) by academics.
42. Discuss the major determinants of technology-oriented collaboration between new technology-based firms (NTBFs) and the science institutions.
43. Explain what a technology license agreement is, and what are the two major criteria of differentiating technology licenses.
44. Explain the differences between the following terms: invention, innovation and diffusion.
45. Discuss the role of knowledge and creativity in innovation processes.
46. What features differ technological 'radical innovations' from 'incremental innovations'? Please give also examples of such technological product innovations.
47. Discuss ways to commercialize technological innovations.
48. Discuss the major sources of financing innovative business ventures at the early stages of their life cycle.
49. Discuss the major stages of an innovation process.
50. Discuss the concept of National Innovation System (NIS).
51. Describe the lean startup approach. What are the advantages and how is it applied in practice?
52. What is the lean business model canvas and the BMC from Osterwalder? In what ways do they differ? Describe their elements and how they are used.
53. What is the difference of lean entrepreneurship to the lean production paradigm in the 90s?
54. What are differences and similarities between design thinking and lean entrepreneurship?
55. How does the term "lean" relate to efficiency and to effectivity?
56. In what ways are the business "problem", the "idea", and the "solution" differentiated?
57. Why do most enterprises apply an efficiency driven business model, whereas a novelty driven business model might be more successful?
58. Please discuss pro and cons of focusing on business model innovations in comparison of technology-driven innovations.
59. Why do some start-ups without a detailed business model often do better than with?
60. What methods can you employ to understand customer needs and value? Describe first Osterwalder's Value Proposition Canvas, how it is used and the strengths and weaknesses thereof.
61. What is the importance of social impact and how is it assessed with the SROI method—name the principles and describe the process of employing the method.
62. How can startup solutions contribute to sustainable development by incorporating circular economy principles? Reflect on "the R's": rethink; refuse, reuse; repair, recover, rot, recycle.

63. Describe the concept of Green Growth according to Ehrlich & Holdren. Illustrate the function with an example.
64. What are the common critiques of Green Growth as a concept to reduce ecological impacts according to Jänicke? How can entrepreneurs and innovators contribute to sustainable development by avoiding these pitfalls?
65. What is Jevons Paradox: explain in relation to elastic and inelastic demand. What examples of this paradox can be seen in modern society? Why is it difficult to avoid and how might innovators consider this?
66. What strategies or design principles might entrepreneurs use to develop a product/solution to avoid the three types of relative obsolescence?
67. How does relative obsolescence differ from absolute obsolescence?
68. Provide an example of how product service systems can dematerialize consumption? What are the rebound effects?
69. Describe the process of Segmentation, Targeting and Positioning and how it is utilized?
70. Describe impact investing and provide an example.
71. Discuss in short, the pro and cons of five different approaches to finance start-ups.
72. What kind of improvements of financial and legal institutions would be appropriate in order to reducing the growth constraints of start-ups?
73. Crowdfunding, particularly crowdfinancing is very fragile – shortly discuss five possibilities to overcome this fragility.
74. What are the SWOT and TOWS analyses? How and when are each used?
75. What is a “Design Structure Matrix” and how can it be utilized in project management?
76. In which situations for start-ups are social networks extremely crucial?
77. Discuss five approaches of user innovation.
78. Explain the advantages of the lead user approach compared to other approaches.
79. Describe and explain the position of lead user in social networks.
80. How can the lead user approach be utilized for start-ups?
81. What is the difference between intrinsic and extrinsic motivation, and discuss five methods to incentivize intrinsic motivation in innovative settings.
82. Do we need entrepreneurial marketing in the future in which digitalization causes complete transparency?
83. Describe in your own words the framework of creating opportunity with competitive angels by Swendson and Rhoads?
84. Why does the classical method of brainstorming from Osborn fail compared to other methods?
85. Please list 10 ideation methods and provide a detailed description of 5.
86. Please describe in your own words the model of forces influencing internationalization speed by Aviott and McDougall.
87. What can the transaction cost theory and the resourced based view theory add to extending the future theory of international Entrepreneurship?
88. Why does the 5M framework by Kuckertz and Berger widely fail to explain the differences between male and female entrepreneurship?
89. Considering the measurements of cultural values as proposed by Hofstede, why does the majority of studies fail to relate masculinity and femininity to the difference between male and female entrepreneurship?
90. What kind of arguments would support the hypotheses that higher social capital results in higher intellectual capital and vice versa?

91. What are the reasons for the different recognition of opportunities between experienced entrepreneurs and unexperienced ones?
92. "Opportunities cannot be identified and recognized by everyone" – Please describe five arguments contrasting this statement or five supporting it.
93. Can opportunity recognition be a group event, if yes, what would be similar to individual opportunity recognition, if not, why?
94. The five common themes of Design Thinking are adapted from other disciplines, can you order the five themes along its origin of marketing, engineering, sociology and psychology?
95. Can design thinking be applied to create business plans, pro and cons?
96. How is the NABC method used for pitching a startup to investors? Provide a brief example.
97. How is intellectual property managed at a startup compared to a large corporate?
98. What are 6 types of intellectual property protection? What do they cover and when are they utilized?
99. What are the advantages and disadvantages of patent protection? Please also consider the international context.
100. As a sustainably conscious business, what strategies can you employ to avoid unintended Greenwashing in your CSR reports, marketing campaigns, and branding?

Literature:

By the decision of the Management Programme Committee no specific literature is indicated. It is recommended to consult the literature indicated in the syllabuses of major subjects.