

## Abstract

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This dissertation examines the management process at universities with the main question of whether the structures and processes are related to the values communicated by the universities. The subject of the investigation are the five German Catholic universities for applied sciences, which claim to be based on values.

A document analysis of publicly available university documents was carried out. In addition, the university directors (rector respectively president and chancellor respectively managing director) of the five German Catholic universities of applied sciences and, as a »look outside the box«, of the University College of Teacher Education of Christian Churches Vienne/Krems (KPH Vienne/Krems) were interviewed. In order to expand the observation perspectives, six additional group interviews and two expert interviews with quality management officers were carried out. Mixed methods of content analysis, reconstructive and formulating interpretive methods were used for data analysis.

The results of the data collection are reflected on using the systems theory according to Luhmann (1984), which together with organizational ethics according to Heller and Krobath (2003 and 2010) represent the theoretical framework of the work. It is shown that management activities at the examined universities are based primarily on strongly person-dependent values. The universities are only beginning to succeed in reflecting values in the organizational context. In order to stimulate such a reflection in accordance with organizational ethics, a self-assessment tool was developed on the basis of these results, which is intended to enable organizations to determine their position of ethical maturity. This work is aimed at decision-makers in denominational educational institutions, with a focus on university management, but also at everyone who is interested in organizational ethical processes.

