MODULHANDBUCH

Bachelor of Arts

International Management (FS-BAINTE)

180 ECTS

Distance Learning and myStudies

KING'S CORNERSTONE INTERNATIONAL COLLEGE

In partnership with

iu INTERNATIONALE HOCHSCHULE

Klassifizierung: Undergraduate

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1. Semester

Academic Integrity and Writing for Business

Module Code: DLBBAAIWB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Andreas Simon (Academic Integrity and Writing for Business)

Contributing Courses to Module

- Academic Integrity and Writing for Business (DLBBAAIWB01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Written Assignment Study Format: myStudies Written Assessment: Written Assignment	

Weight of Module

see curriculum

Module Contents

- Introduction to Academic Integrity
- Introduction to Academic Referencing
- Work with Academic Resources
- Fundamentals of Business Writing
- Developing Convincing Business Writing
- Examples for Compelling Business Writing

Learning Outcomes

Academic Integrity and Writing for Business

On successful completion, students will be able to

- understand the concept of academic integrity.
- use sources from other authors in an academically acceptable way.
- reference works of other authors correctly.
- avoid plagiarism.
- develop written communication in business appropriately.
- adequately address different corporate stakeholders.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Academic Integrity and Writing for Business

Course Code: DLBBAAIWB01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course facilitates key aspects of academic integrity and provides students with the skills of appropriate business writing. Therefore, this course is contributing to students' capacity to academic writing and research. Students will learn to handle academic sources developed by other authors. The issue of plagiarism will be prominently addressed. In addition, this course provides students with the skills to communicate with corporate stakeholders in writing. Students will learn how to adequately develop business communication in writing.

Course Outcomes

On successful completion, students will be able to

- understand the concept of academic integrity.
- use sources from other authors in an academically acceptable way.
- reference works of other authors correctly.
- avoid plagiarism.
- develop written communication in business appropriately.
- adequately address different corporate stakeholders.

Contents

1. Introduction to Academic Integrity
   - 1.1 Key Elements of Academic Integrity
   - 1.2 Plagiarism…
   - 1.3 How to avoid Plagiarism
2. Introduction to Academic Referencing
   - 2.1 Using Sources from other Authors in Academic Writing
   - 2.2 Citation and the List of Literature
   - 2.3 Referencing Styles
3. Work with Academic Resources
   - 3.1 How to employ Academic Data Bases
   - 3.2 Search in Data Bases
   - 3.3 Administration of Sources

4. Fundamentals of Business Writing
   - 4.1 Definition and Explanation of Business Writing
   - 4.2 Purpose of Business Writing
   - 4.3 Best Practices – Useful Hints on Business Writing

5. Developing Convincing Business Writing
   - 5.1 Considering the Recipient: What is the Target Group
   - 5.2 Considering the Objective: What do you want to achieve?
   - 5.3 Developing Your Written Communication

6. Examples for Compelling Business Writing
   - 6.1 Internal Communication to all staff via Email
   - 6.2 Warning Letter to an Employee
   - 6.3 Email to a Supplier in Delay

Literature

Compulsory Reading

Further Reading

- Atkinson, I. (2012). Financial times essential guide to business writing. Pearson Education
- Hatala, M. (2020). APA simplified: Your concise guide to the seventh edition. Greentop Academic Press.
- Houghton, P. & Houghton, T. (2019). APA: The easy way! XanEdu Publishing.
- International Center for Academic Integrity. (2014). The fundamental values of academic integrity (2nd ed.).
- Whitmell, C. (2014). Business writing essentials: How to write letters, reports and emails. Claire Whitmell.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☐ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☐ Audio	☐ Reader
☐ Exam Template	☑ Slides

Business 101

Module Code: DLBBAB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Markus Prandini (Business 101)

Contributing Courses to Module

- Business 101 (DLBBAB01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam or Written Assessment: Written Assignment, 90 Minutes Study Format: Distance Learning Exam or Written Assessment: Written Assignment, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Businesses and their environment
- Types of business organizations
- Management and structure of business
- Production of goods and services
- Marketing of products and services
- Management of labor
- Accounting in business

Learning Outcomes

Business 101

On successful completion, students will be able to

- apply business and economic thinking and working methods.
- explain economic subjects and questioning models of business administration.
- classify and formulate corporate goals.
- describe and apply a general business decision-making process.
- recognize and design the organizational structure and process organization in the company.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Business 101

Course Code: DLBBAB01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Business 101 deals with the basics of general business administration. It provides students with an understanding of the fundamental questions of doing business. In addition, basic organizational approaches of companies are shown. With the successful completion of the course, the students have gained fundamental knowledge in general business administration. This course lays the foundation for the advanced modules in the further course of their studies.

Course Outcomes

On successful completion, students will be able to

- apply business and economic thinking and working methods.
- explain economic subjects and questioning models of business administration.
- classify and formulate corporate goals.
- describe and apply a general business decision-making process.
- recognize and design the organizational structure and process organization in the company.

Contents

1. Businesses and their environment
   - 11 Concepts of business
   - 12 A system of economic relationships
   - 13 Business environment
2. Types of business organizations
   - 21 Companies in production and service
   - 22 Divisions of companies
3. Management and structure of business
   - 31 Basics of Business Management
   - 32 Functions of organizations, managers and control
   - 33 The decision making process
   - 34 Organizational structure of business

4. Production of goods and services
   - 4.1 Origin and development of the production process
   - 4.2 Industrial strategy of business

5. Marketing of goods and services
   - 5.1 Goals and types of marketing
   - 5.2 Marketing mix

6. Management of labor
   - 6.1 Process of management of labor
   - 6.2 Demand in labor
   - 6.3 Human relations in organizations

7. Accounting in business
   - 7.1 Functions and goals of accounting
   - 7.2 Spheres of accounting
   - 7.3 Fundamental principles of accounting

Literature

Compulsory Reading

Further Reading

- Collins, J. (2011). Good to great: Why some companies make the leap…and others don't. Harper Business.
- Covey, S., Foreword, C. J.-, Covey, S. R. & Audio, S. S. (2020). The 7 Habits of Highly Effective People: 30th Anniversary Edition . Simon & Schuster Audio.
- Miller, J. (2004). QBQ! The question behind the question. Penguin.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Managerial Economics

Module Code: DLBBWME_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Andreas Simon (Managerial Economics)

Contributing Courses to Module

- Managerial Economics (DLBBWME01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Basics
- The Invisible Hand of the Market
- Consumer Decisions
- Business Decisions I: Full Competition
- Business Decisions II: Partial Competition
- Business Decisions III: Game Theory
- Advanced Microeconomics

Learning Outcomes

Managerial Economics

On successful completion, students will be able to

- understand basic economic interrelationships and apply them to different markets.
- explain the importance of supply, demand and market balance.
- assess the determinants of consumers' willingness to pay.
- discuss the determinants of production decisions and identify peak entrepreneurial strategies.
- assess the influence of different types of markets on production and price decisions.
- analyse strategic interactions between companies.
- critically question traditional economic models on the basis of findings from information and behavioural economics.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Economics	All Bachelor Programmes in the Business & Management fields

Managerial Economics

Course Code: DLBBWME01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The source for (almost) all economic questions is the issue of scarcity. Building on this insight, this course considers three central elements. First, an analysis of the interplay between supply and demand on markets is made. Secondly, the course will consider the development of insights into the behaviour of consumers in markets. In a third part, the course will focus on entrepreneurial decisions that depend, among other things, on production technology available and competitive conditions in markets. These three core elements are taught from an application-oriented standpoint, in which references to (current) challenges of the management of companies are established. The course includes both the examination of economic theories and their application in business practice.

Course Outcomes

On successful completion, students will be able to

- understand basic economic interrelationships and apply them to different markets.
- explain the importance of supply, demand and market balance.
- assess the determinants of consumers' willingness to pay.
- discuss the determinants of production decisions and identify peak entrepreneurial strategies.
- assess the influence of different types of markets on production and price decisions.
- analyse strategic interactions between companies.
- critically question traditional economic models on the basis of findings from information and behavioural economics.

Contents

1. Basics
   - 1.1 Definitions & Main Topics of Economics
   - 1.2 Thinking like an Economist
2. The Invisible Hand of the Market
   - 2.1 Supply and Demand
   - 2.2 Market Balance
   - 2.3 Flexibility
   - 2.4 Applications

3. Consumer Decisions
- 3.1 Utility Theory
- 3.2 Willingness to Pay
- 3.3 Demand
- 3.4 Applications

4. Business Decisions I: Full Competition
- 4.1 Production
- 4.2 Costs
- 4.3 Supply
- 4.4 Applications

5. Business Decisions II: Partial Competition
- 5.1 Monopoly
- 5.2 Monopolistic Competition
- 5.3 Oligopoly

6. Business Decisions III: Game Theory
- 6.1 Methodology
- 6.2 Simultaneous Games
- 6.3 Sequential Games

7. Advanced Microeconomics
- 7.1 Information Economics
- 7.2 Behavioural Economics

Literature
Compulsory Reading
Further Reading ' Acemoglu, D., Laibson, & D., List, J. A. (2018). Microeconomics, Global edition (2nd ed.). Pearson. ' Case, K. E., Osten, S. M., & Fair, R. C. (2019). Principles of economics, Global edition (13th ed.). Harlow. ' Keat, P. G., & Young, P. K. Y. (2013). Managerial economics, Global Edition (7th ed.). Pearson Education Limited. ' Leyton-Brown, K., & Shoham, Y. (2008). Essentials of game theory: A concise multidisciplinary introduction. ' Mankiw, N. G. (2017). Principles of economics (8th ed.). Cengage Learning. ' Pindyck, R. S., & Rubinfeld, D. L. (2017). Microeconomics (9th ed.). Pearson. ' Parkin, M. (2019). Economics (13th ed.). Harlow.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBBWME01_E

Introduction to Academic Work

Module Code: DLBCSIAW

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Maya Stagge (Introduction to Academic Work)

Contributing Courses to Module

- Introduction to Academic Work (DLBCSIAW01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Basic Workbook (passed / not passed) Study Format: Distance Learning Basic Workbook (passed / not passed)	

Weight of Module

see curriculum

Module Contents

- Scientific Theoretical Foundations and Research Paradigms
- Application of Good Scientific Practice
- Methodology
- Librarianship: Structure, Use, and Literature Management
- Forms of Scientific Work at IU

Learning Outcomes

Introduction to Academic Work

On successful completion, students will be able to

- understand and apply formal criteria of a scientific work.
- distinguish basic research methods and identify criteria of good scientific practice.
- describe central scientific theoretical basics and research paradigms and their effects on scientific research results.
- use literature databases, literature administration programs, and other library structures properly; avoid plagiarism; and apply citation styles correctly.
- apply the evidence criteria to scientific texts.
- define a research topic and derive a structure for scientific texts.
- compile a list of literature, illustrations, tables, and abbreviations for scientific texts.
- understand and distinguish between the different forms of scientific work at IU.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Methods	All Bachelor Programmes in the Business & Management field

Introduction to Academic Work

Course Code: DLBCSIAW01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The application of good scientific practice is one of the basic academic qualifications that should be acquired while studying. This course deals with the distinction between everyday knowledge and science. This requires a deeper understanding of the theory of science, as well as the knowledge of basic research methods and instruments for writing scientific texts. The students therefore gain initial insight into academic research and are introduced to the basic knowledge that will help them in the future to produce scientific papers. In addition, the students receive an overview of the different IU examination forms and insight into their requirements and implementation.

Course Outcomes

On successful completion, students will be able to

- understand and apply formal criteria of a scientific work.
- distinguish basic research methods and identify criteria of good scientific practice.
- describe central scientific theoretical basics and research paradigms and their effects on scientific research results.
- use literature databases, literature administration programs, and other library structures properly; avoid plagiarism; and apply citation styles correctly.
- apply the evidence criteria to scientific texts.
- define a research topic and derive a structure for scientific texts.
- compile a list of literature, illustrations, tables, and abbreviations for scientific texts.
- understand and distinguish between the different forms of scientific work at IU.

Contents

1. Theory of Science
   - 1.1 Introduction to Science and Research
   - 1.2 Research Paradigms
   - 1.3 Fundamental Research Decisions
   - 1.4 Effects of Scientific Paradigms on Research Design

2. Application of Good Scientific Practice
   - 21 Research Ethics
   - 22 Evidence Teaching
   - 23 Data Protection and Affidavit
   - 24 Orthography and Shape
   - 25 Identification and Delimitation of Topics
   - 26 Research Questions and Structure

3. Research Methods
   - 31 Empirical Research
   - 32 Literature and Reviews
   - 33 Quantitative Data Collection
   - 34 Qualitative Data Collection
   - 35 Mix of Methods
   - 36 Critique of Methods and Self-Reflection

4. Librarianship: Structure, Use, and Literature Management
   - 41 Plagiarism Prevention
   - 42 Database Search
   - 43 Literature Administration
   - 44 Citation and Author Guidelines
   - 45 Bibliography

5. Scientific Work at the IU – Research Essay

6. Scientific Work at the IU - Project Report

7. Scientific Work at the IU - Case Study

8. Scientific Work at the IU - Bachelor Thesis

9. Scientific Work at the IU – Oral Assignment

10. Scientific Work at the IU – Oral Project Report

11. Scientific Work at the IU - Colloquium

12. Scientific Work at the IU - Portfolio

13. Scientific Work at the IU - Exam

Literature
Compulsory Reading
Further Reading ' Bell, J., & Waters, S. (2018). Doing your research project: A guide for first-time researchers (7th ed.). Open University Press McGraw-Hill Education. ' Deb, D., Dey, R., & Balas, V. E. (2019). Engineering research methodology: A practical insight for researchers. Springer. ' Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson. ' Veal, A. J. (2018). Research Methods for Leisure and Tourism (5th ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Basic Workbook (passed / not passed)

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Basic Workbook (passed / not passed)

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Principles of Management

Module Code: DLBBAPM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Markus Prandini (Principles of Management)

Contributing Courses to Module

- Principles of Management (DLBBAPM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study	

Weight of Module

see curriculum

Module Contents

- Management Functions
- Managerial Decision-Making
- Planning and Goal-Setting
- Strategic Planning
- Organizing
- Leading
- Controlling

Learning Outcomes

Principles of Management

On successful completion, students will be able to

- understand the functions, roles and influencing-factors of management.
- explain the decision-making process.
- discuss basic corporate und competitive strategies.
- analyze organizational structures and designs.
- transfer knowledge about basic principles of management to real-world cases.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Principles of Management

Course Code: DLBBAPM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In the fast-changing and complex environment of today's business world the economic survival and success of an organization depends highly on its management. For future managers it is indispensable to be familiar with the fundamental principles of management as the basis for the development of further managerial knowledge and skills. This course introduces necessary functions, roles and skills for managers and their decision-making process. Furthermore, it discusses the basic managerial functions of planning, organizing, leading and controlling in detail.

Course Outcomes

On successful completion, students will be able to

- understand the functions, roles and influencing-factors of management.
- explain the decision-making process.
- discuss basic corporate und competitive strategies.
- analyze organizational structures and designs.
- transfer knowledge about basic principles of management to real-world cases.

Contents

1. Introduction to Management
   - 1.1 Functions, Roles and Skills of Managers
   - 1.2 Influencing Factors on Managers' Tasks
   - 1.3 History of Management
2. Managerial Decision-Making
   - 2.1 Decision-Making Process
   - 2.2 Approaches to Decision Making
   - 2.3 Types of Decisions and Decision-Making Conditions
3. Planning and Goal-Setting
   - 3.1 The Role of Planning
   - 3.2 Goals and Plans
   - 3.3 Setting Goals and Developing Plans

4. Strategic Planning
   - 4.1 Strategic Management
   - 4.2 The Strategic Management Process
   - 4.3 Corporate Strategies
   - 4.4 Competitive Strategies

5. Organizing
   - 5.1 Organizational Structures and Design
   - 5.2 Organizational Change
   - 5.3 Managing Change

6. Leading
   - 6.1 Interpersonal and Organizational Communication
   - 6.2 Organizational Behavior
   - 6.3 Leadership

7. Controlling
   - 7.1 The Control Process
   - 7.2 Tools for Measuring Organizational Performance

Literature

Compulsory Reading

Further Reading

- Bright, D. S., Cortes, A. H., Hartmann, E., Parboteeah, K. P., Pierce, J. L., Reece, M., Shah, A., Terjesen, S., Weiss, J., White, M. A., Gardner, D. G., Lambert, J., Leduc, L. M., Leopold, J., Muldoon, J., & O´Rourke, J. S. (2019). Principles of management. OpenStax.
- Robbins, S. P., & Coulter, M. (2018). Management (global ed., 14th ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Global Corporations and Globalization

Module Code: DLBINTGUG_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Sebastian Stütz (Global Corporations and Globalization)

Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- History and Development of Globalisation
- International Marketing
- International Operation
- International Personnel Management
- International Financing
- International Procurement and Distribution

Learning Outcomes

Global Corporations and Globalization

On successful completion, students will be able to

- present the history of globalisation and identify and explain significant stages of development.
- identify and classify current trends in globalization and localization.
- recall basic knowledge in the fields of business administration, marketing and human resources management and extend it to meet the special requirements in internationally operating companies .
- explain offshoring and outsourcing and outline the opportunities and risks of these placements .
- explain the particularities of international procurement and distribution and develop resulting possibilities and limits.
- identify cultural differences and assess their significance for operating in international business.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Global Corporations and Globalization

Course Code: DLBLOGC101_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Students grasp the mechanisms that led to globalization and can classify current trends both towards globalization and, conversely, towards localization. Building on the basic knowledge that students have acquired in general business studies about the basic functions in a company, this course analyses and discusses the special requirements that a global engagement places on a company and its functions.

Course Outcomes

On successful completion, students will be able to

- present the history of globalisation and identify and explain significant stages of development.
- identify and classify current trends in globalization and localization.
- recall basic knowledge in the fields of business administration, marketing and human resources management and extend it to meet the special requirements in internationally operating companies .
- explain offshoring and outsourcing and outline the opportunities and risks of these placements .
- explain the particularities of international procurement and distribution and develop resulting possibilities and limits.
- identify cultural differences and assess their significance for operating in international business.

Contents

1. History and Development of Globalisation
   - 11 Globalization v1.0 according to Niall Ferguson
   - 12 History of Globalisation
   - 13 Influencing Factors of Economic and Cultural Globalization
   - 14 The Tension between Globalization and Localization
   - 15 Social Aspects of Globalisation and Corporate Responsibility

2. International Marketing
   - 21 International Consumer Behaviour
   - 22 Market Research
   - 23 Standardization and Adaptation
   - 24 International Branding
   - 25 Pricing Strategies
   - 26 International Marketing Communications

3. International Operation
   - 31 Offshoring and Outsourcing
   - 32 Global Production Networks
   - 33 Global Logistics

4. International Personnel Management
   - 41 Local and International Personnel Management
   - 42 Expatriate Management
   - 43 Localization of Personnel
   - 44 International Human Resources Development

5. International Financing
   - 51 Institutions in the International World of Finance
   - 52 International Financing and its Procedures

6. International Procurement
   - 61 Reasons and Strategies of Global Sourcing
   - 62 Risks of International Procurement
   - 63 International Distribution Policy

Literature
Compulsory Reading
Further Reading ' Ahlstrom, D., & Bruton, G. D. (2009): International management. Strategy and culture in the emerging world. Cengage, Mason. ' Bird, G. (2004): International finance and the developing economies. Palgrave Macmillan. ' Lasserre, P. (2012) Global strategic management (3rd ed.). Palgrave Macmillian. ' Peng, M. W. (2013): Global (2nd ed.). Cengage Learning. ' Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2011): Human resource management (8th ed.). Pearson Education. ' Usunier, J.-C., & Lee, J. A. (2009): Marketing across cultures (5th ed.). Prentice Hall, Financial Times

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBLOGC101_E

2. Semester

Business Mathematics

Module Code: BWMA_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Andreas Herrmann (Business Mathematics)

Contributing Courses to Module

- Business Mathematics (BWMA01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Basics of Analysis
- Functions
- Differential Calculus
- Multivariate Functions
- Sequences and Series
- Integral Calculus

Learning Outcomes

Business Mathematics

On successful completion, students will be able to

- identify basic economic mathematical tools and methods, recall them if necessary and apply them to other economic problems.
- understand mathematical derivations in later modules.
- access their own analytical conclusions.
- recognize quantitative relationships independently.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Methods	All Bachelor Programmes in the Business & Management fields

Business Mathematics

Course Code: BWMA01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Mathematics is one of the foundational courses in the field of Business Studies and provides access to quantitative methods across disciplines. These basics are required in a variety of other courses and modules, for example in the field of investment and finance theory, micro- and macroeconomics, logistics or marketing, to name some examples. Consequently, mastery in Business Mathematics is a prerequisite for business economists and political economists alike to gain access to more advanced content. Following this approach, this course in Business Mathematics focuses on the economic application of mathematical methods.

Course Outcomes

On successful completion, students will be able to

- identify basic economic mathematical tools and methods, recall them if necessary and apply them to other economic problems.
- understand mathematical derivations in later modules.
- access their own analytical conclusions.
- recognize quantitative relationships independently.

Contents

1. Basics of Analysis
   - 1.1 Arithmetic and Algebraic Basics
   - 1.2 Sums and Products
   - 1.3 Equations
   - 1.4 Inequalities
2. Functions
   - 2.1 Introduction
   - 2.2 Forms of Data Depiction
   - 2.3 Features of Functions
   - 2.4 Basic Function Types
   - 2.5 Selected Economic Applications

3. Differential Calculus I
   - 3.1 Difference and Differential Quotient
   - 3.2 Derivative Methods
   - 3.3 Higher Derivations
   - 3.4 Meaning of First and Second Derivation

4. Differential Calculus II: Applications
   - 4.1 Marginal Analysis
   - 4.2 Curve Sketching
   - 4.3 Cournot Point

5. Multivariate functions
   - 5.1 Linear and Non-Linear Multivariate Functions
   - 5.2 Partial Derivatives
   - 5.3 Determination of Extreme Values
   - 5.4 Determination of Extreme Values Subject to Constraint

6. Sequences and Series
   - 6.1 Arithmetic and Geometric Sequences
   - 6.2 Arithmetic and Geometric Sequences
   - 6.3 Financial Mathematical Applications

7. Integral Calculus
   - 7.1 Indefinite Integrals
   - 7.2 Definite Integrals

Literature

Compulsory Reading

Further Reading

- Neill, H., & Johnson, T. (2013). Teach yourself mathematics: A complete introduction. Teach Yourself.
- Sydsæter, K., Hammond, P., Strom, A., & Carvajal, A. (2016). Essential mathematics for economic analysis (5th ed.). Pearson.
- Taylor, R., & Hawkins, S. (2008). Mathematics for economics and business. McGraw-Hill.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Organizational Behavior

Module Code: DLBBWOB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Katharina Rehfeld (Organizational Behavior)

Contributing Courses to Module

- Organizational Behavior (DLBBWOB01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study	

Weight of Module

see curriculum

Module Contents

- Relevance and Importance of Organizational Behavior
- Job Performance
- Commitment
- Organisational Mechanisms
- Group-Related Mechanisms
- Individual Mechanisms
- Individual Characteristics

Learning Outcomes

Organizational Behavior

On successful completion, students will be able to

- establish commitment and performance as the critical dependent variables.
- explain organizational, group-related and individual mechanisms in Organizational Behavior and describe their relation to commitment and performance.
- explain the influence of individual characteristics on individual mechanisms (such as satisfaction, stress, motivation, trust and decision-making).

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Human Resources	All Bachelor Programmes in the Human Resources field

Organizational Behavior

Course Code: DLBBWOB01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Many decisions are not made solely on the basis of financial or revenue-based considerations, but due to personal agendas, personal preferences or internal competition. This course consequently aims to provide an accessible, theory-driven comprehension of behaviour, interactions and conflicts in organisations. The course deals intensively with the psychological, sociological and anthropological foundations and dynamics in organizations. Starting from the two most critical behavioral variables in the work context, performance and commitment, units and settings that have a significant influence on them are discussed. In detail, organizational, group-related and individual mechanisms as well as individual characteristics are explored as explanatory objects.The course continues with a discussion on corporate culture and organisational structure within the framework of the organisational mechanisms. In the context of group-related mechanisms, the course aims to identify aspects of leadership styles, power structures, negotiation strategies, group dynamics and heterogeneity. Individual mechanisms include job satisfaction, stress, motivation, fairness, trust and decision-making. The individual characteristics (abilities and personality) in turn have an effect on these aforementioned elements.

Course Outcomes

On successful completion, students will be able to

- establish commitment and performance as the critical dependent variables.
- explain organizational, group-related and individual mechanisms in Organizational Behavior and describe their relation to commitment and performance.
- explain the influence of individual characteristics on individual mechanisms (such as satisfaction, stress, motivation, trust and decision-making).

Contents

1. Introduction to Organizational Behavior
   - 11 Attitudes and Behavior as Determinants of Performance and Commitment
   - 12 Organizational Mechanisms
   - 13 Group-related Mechanisms
   - 14 Individual Characteristics
   - 15 Individual Mechanisms

2. Target Figures: Performance and Commitment
   - 2.1 Performance
   - 2.2 Commitment
3. Organizational Mechanisms
   - 3.1 Corporate Structure
   - 3.2 Corporate Culture
4. Group-Related Mechanisms
   - 4.1 Management Styles
   - 4.2 Power Structures
   - 4.3 Negotiation Strategies
   - 4.4 Team Dynamics
   - 4.5 Diversity
5. Individual Characteristics
   - 5.1 Skill and Intellect
   - 5.2 Personality
6. Individual Mechanisms
   - 6.1 Job Satisfaction
   - 6.2 Stress
   - 6.3 Motivation
   - 6.4 Trust
   - 6.5 Integrity
   - 6.6 Learning and Decision-Making

Literature

Compulsory Reading

Further Reading

- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2018). Organizational behavior: Improving performance and commitment in the workplace (6th ed.). McGraw-Hill Irwin.
- Cross, C., & Carbery, R. (2016). Organizational behavior: An introduction. Macmillan Education.
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). Organizational behavior: An evidence-based approach (13th ed.). Information Age Publishing.
- Robins, S. P., & Judge, T. A. (2016). Organizational behavior. Prentice Hall International.

Study Format myStudies

Study Format	Course Type
myStudies	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Management Accounting

Module Code: DLBMAE

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Muhammad Ashfaq (Management Accounting)

Contributing Courses to Module

- Management Accounting (DLBMAE01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam or Written Assessment: Written Assignment, 90 Minutes Study Format: Distance Learning Exam or Written Assessment: Written Assignment, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Management accounting and control function
- Differences between management accounting, and financial accounting
- Cost terms, cost categories, and cost behavior
- Cost allocation
- General and specific cost allocation methods
- Break-even analysis
- Planning and budgeting

Learning Outcomes

Management Accounting

On successful completion, students will be able to

- differentiate the management accounting and control function from the financial accounting and the financial management function.
- understand the cost structure and discuss the cost aspects of business operation.
- analyze and apply the tools for viewing and differentiating costs and utilize them to ameliorate business decision-making.
- discuss how the budgeting process and variance analysis works to implement the management control function.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Finance & Tax Accounting	All Bachelor Programmes in the Business & Management fields

Management Accounting

Course Code: DLBMAE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Management accounting is an important function to operate an organization. Managers need to understand this function in order to be able to run an organization efficiently. In most organizations, decisions, actions and human behavior are directly linked to the feature, use and focus of management accounting information. This course is about understanding the preparation and use of information provided by management accounting. Cost accounting as a central part of the management accounting informs the management about the profitability of its core business. The cost and performance measurement serves the internal decision, control and budgeting process.

Course Outcomes

On successful completion, students will be able to

- differentiate the management accounting and control function from the financial accounting and the financial management function.
- understand the cost structure and discuss the cost aspects of business operation.
- analyze and apply the tools for viewing and differentiating costs and utilize them to ameliorate business decision-making.
- discuss how the budgeting process and variance analysis works to implement the management control function.

Contents

1. Introduction to Management Accounting
   - 1.1 Financial vs. Management/Cost Accounting
   - 1.2 Definition of Cost
   - 1.3 Considering the Contemporary Business World Context
   - 1.4 Cost Behavior: Fixed and Variable Costs
2. Cost-Volume-Profit Analysis
   - 2.1 Break-Even Analysis
   - 2.2 Cost Structure and Operating Leverage
   - 2.3 Cost Structure and Variabilization

3. Simplistic Methods of Cost Allocation
- 3.1 Cost Behavior: Direct and Indirect Costs
- 3.2 The Need for Cost Allocation
- 3.3 Predetermined Overhead Rate
- 3.4 Departmental Overhead Rate
- 3.5 Over- and Under-Application of Overhead

4. Activity-Based Costing
- 4.1 The Rationale of Activity-Based Costing
- 4.2 Implementing Activity-Based Costing

5. Overhead Analysis Sheet
- 5.1 Departmental Cost Allocation
- 5.2 Reciprocal Method
- 5.3 Step Method

6. Relevant Cost Concepts
- 6.1 Foundational Cost Concepts
- 6.2 Replacement of Equipment
- 6.3 Make or Buy
- 6.4 Special Order
- 6.5 Drop Product Line

7. Operating Budgets
- 7.1 The Budgeting Process
- 7.2 Sales Budget
- 7.3 Production Budgets
- 7.4 Administrative Expense Budget
- 7.5 Budgeted Income Statement

8. Financial Budgets
- 8.1 Cash Budget
- 8.2 Conflicts and Pitfalls in Budgeting

Literature
Compulsory Reading
Further Reading ' Atkinson, A. A., Kaplan, R., Matsumura, E. M., & Young, S. M. (2012). Management accounting: Information for decision-making and strategy execution (6th ed.). Pearson. ' Drury, C. (2019). Management accounting for business (7th ed.). Cengage.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Supply Chain Management I

Module Code: DLBDSESCM1

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Hubert Vogl (Supply Chain Management I)

Contributing Courses to Module

- Supply Chain Management I (DLBDSESCM01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Historical and terminological aspects of the SCM concept
- Motives for the creation of cross-company value creation networks
- Design principles and effects of value creation networks
- Logistical core processes and SCM
- Information technology aspects of the SCM concept
- Coordination and collaboration of the network partners
- Industry-specific solutions of the SCM

Learning Outcomes

Supply Chain Management I

On successful completion, students will be able to

- explain the importance of cross-company value creation processes.
- understand common concepts for modeling cross-company value creation processes.
- understand dynamic effects in supply chains and can systematize their causes and effects.
- explain important theoretical concepts for describing the characteristics and challenges of cross-company value creation processes.
- explain the approaches and problem categories commonly used in the context of supply chain management.
- understand important reference and/or management models for the concretization of supply chain systems.
- name and detail important roles and tasks in the SCM network.
- deal with the coordination problem of SCM and describe the common solution approaches.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Transportation & Logistics	All Bachelor Programmes in the Transport & Logistics fields

Supply Chain Management I

Course Code: DLBDSESCM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

SCM proves to be an extremely multi-faceted construct from both a theoretical and a practical point of view. An adequate understanding of the problem dimensions and modes of action of (global) cross-company value creation networks requires a multidimensional approach. It starts by considering logistical processes, with modern process, flow, and network standards forming an important basis for SCM. On the basis of such an approach, students should gain a fundamental understanding of SCM. From the point of view of a holistic approach, it also makes sense to also examine a number of other typical problem areas in addition to the logistical challenges of this concept. This includes IT aspects of SCM (e.g., APS systems), and questions to do with the collaboration and coordination of network partners. This course also considers selected industry specific SCM solutions (ECR or VMI).

Course Outcomes

On successful completion, students will be able to

- explain the importance of cross-company value creation processes.
- understand common concepts for modeling cross-company value creation processes.
- understand dynamic effects in supply chains and can systematize their causes and effects.
- explain important theoretical concepts for describing the characteristics and challenges of cross-company value creation processes.
- explain the approaches and problem categories commonly used in the context of supply chain management.
- understand important reference and/or management models for the concretization of supply chain systems.
- name and detail important roles and tasks in the SCM network.
- deal with the coordination problem of SCM and describe the common solution approaches.

Contents

1. Fundamentals of the Supply Chain Concept
   - 1.1 Terminological and Conceptual Fundamentals
   - 1.2 Supply Chain Typology According to Otto
   - 1.3 Supply Chain Typology According to Bechtel/Jayaram
   - 1.4 Dynamic Aspects of Supply Chains

2. Selected Theoretical Concepts for the Supply Chain Concept
   - 2.1 New Institutional Economics
   - 2.2 Game Theory
   - 2.3 Network Approach
   - 2.4 Other Theoretical Additions

3. Supply Chain Management
   - 3.1 Basic Information on the Goals and Scope of SCM
   - 3.2 Popular Problem Areas of the SCM
   - 3.3 Supply Chain Management as an Evolutionary Step in Logistics
   - 3.4 Supply Chain Management as Cooperation Management

4. SCM Model
   - 4.1 Basic Information on the Term SCM Models
   - 4.2 SCOR Model
   - 4.3 SCM Task Model

5. SCM as a Coordination Problem
   - 5.1 Basic Information on the Concept of Coordination
   - 5.2 Coordination Concepts, Context, and Perspectives of SCM
   - 5.3 Coordination Instruments

Literature

Compulsory Reading

Further Reading

- Bolstorff, P., & Rosenbaum, R. (2011). Supply chain excellence: A handbook for dramatic improvement using the SCOR model. AMACOM.
- Bowersox, J., Closs, D., & Cooper, M. B. (2020). Supply chain logistics management (5th ed.). McGraw Hill Education.
- Chopra, S., & Meindl, P. (2019). Supply chain management: Strategy, planning, and operation (7th ed., Global ed.). Pearson Education.
- Kurbel, K. E. (2013). Enterprise resource planning and supply chain management: Functions, business processes and software for manufacturing companies. Springer.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

International Marketing

Module Code: DLBDSEIMB1

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Caterina Fox (International Marketing)

Contributing Courses to Module

- International Marketing (DLBDSEIMB01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- International marketing strategy
- Cultural differences and their significance for marketing
- International marketing mix (product, price, promotion, and distribution decisions in an international environment)
- International market research and consumer behavior
- Ethical aspects in international marketing
- International marketing controlling and six sigma

Learning Outcomes

International Marketing

On successful completion, students will be able to

- understand basic aspects of international strategic marketing.
- analyze cultural differences and their impact on international marketing.
- apply selected concepts of the international marketing mix.
- describe the possibilities of international market research and its influence on consumer behavior.
- recognize the necessity of international brand controlling and quality management.
- reproduce theoretical knowledge using case studies.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programmes in the Marketing & Communication fields

International Marketing

Course Code: DLBDSEIMB01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Students are taught the necessity for strategic marketing in an international context. They will learn about essential cultural differences and their influences on international marketing management. The basic decisions, standardizations, and adaptations in international marketing are experienced by the students on the basis of different concepts in the international marketing mix. The necessity of international market research, strategic planning, and control are taught to the students, along with the ethical aspects in international marketing. The students analyze current topics in international marketing management and reflect on them in connection with the concepts they have learned in this course.

Course Outcomes

On successful completion, students will be able to

- understand basic aspects of international strategic marketing.
- analyze cultural differences and their impact on international marketing.
- apply selected concepts of the international marketing mix.
- describe the possibilities of international market research and its influence on consumer behavior.
- recognize the necessity of international brand controlling and quality management.
- reproduce theoretical knowledge using case studies.

Contents

1. Strategic International Marketing
   - 1.1 Internationalization
   - 1.2 Theoretical Foundations of International Market Entry Strategies
   - 1.3 Forms of International Market Entry
2. Cultural Differences as an Aspect of International Marketing
   - 2.1 Overview of Culture
   - 2.2 Cultural Model Based on Hofstede
   - 2.3 Cultural Model Based on Trompenaars

3. Case Studies in International Market Entry and Marketing Strategies
- 3.1 Case Study: Nivea in South Korea
- 3.2 Case Study: Bosch and Siemens Hausgeräte GmbH in China
- 3.3 Case Study: Siemens Mobile in China
- 3.4 Case Study: Siemens in China

4. International Product Management and Product Development
- 4.1 Goals of International Product Management
- 4.2 Framework Conditions for International Product Management
- 4.3 International Product Decisions
- 4.4 International Product Development

5. Exchange Rate Fluctuations and International Price Calculation
- 5.1 Tasks and Objectives of International Price Management
- 5.2 Factors Influencing International Price Management
- 5.3 Instruments of International Price Management

6. International Communication and International Sales Policy
- 6.1 International Communication Management
- 6.2 International Sales Management

7. International Marketing and Ethics
- 7.1 Overview of International Marketing and Ethics
- 7.2 Business Ethics in International Companies
- 7.3 Case Study: Nestlé

8. Applied Market Research and Its Influence on Consumer Behavior
- 8.1 Scope of International Market Research
- 8.2 Requirements for International Market Research Information
- 8.3 International Secondary Research
- 8.4 International Primary Research

9. Monitoring and Control in International Marketing
- 9.1 Controlling in International Management

10. Six Sigma, Brand Management, and Rebranding
- 10.1 Six Sigma: Basics, Definitions, and Processes
- 10.2 Brand Management
- 10.3 Rebranding

Literature
Compulsory Reading
Further Reading ' Armstrong, G., Kotler, P., & Opresnik, M. O. (2019). Marketing: An introduction (14th ed.). Pearson. ' Green, M. C., & Keegan, W. J. (2020). Global marketing (10th ed.). Pearson. ' Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations—Software of the mind: Intercultural cooperation and its importance for survival. McGraw-Hill. ' Hollensen, S. (2020). Global marketing (8th ed.). Pearson. ' Mooij, M. (2018). Global marketing and advertising: Understanding cultural paradoxes (5th ed.). Sage Publications.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBDSEIMB01

Statistics: Probability and Descriptive Statistics

Module Code: DLBDSSPDS

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Dr. Stefan Stöckl (Statistics: Probability and Descriptive Statistics)

Contributing Courses to Module

- Statistics: Probability and Descriptive Statistics (DLBDSSPDS01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Probability
- Random variables
- Joint distributions
- Expectation and variance
- Inequalities and limit theorems

Learning Outcomes

Statistics: Probability and Descriptive Statistics

On successful completion, students will be able to

- define probability, random variable, and probability distribution.
- understand the concept of Bayesian statistics.
- grasp the definition of joint and marginal distributions.
- calculate expectation values and higher moments.
- comprehend important inequality equations and limit theorems.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Methods	All Bachelor Programmes in the Business & Management fields

Statistics: Probability and Descriptive Statistics

Course Code: DLBDSSPDS01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Statistical description and analysis are the foundations for data-driven analysis and prediction methods. This course introduces the fundamentals, beginning with a formal definition of probabilities and introduction to the concepts underlying Bayesian statistics.Random variables and probability density distributions are then discussed, as well as the concept of joint and marginal distributions. The importance of various discrete and continuous distributions and their applications is stressed.Characterizing distributions is an important aspect of describing the behavior of probability distributions. Students are familiarized with expectation values, variance, and covariance. The concepts of algebraic and central moments and moment-generating functions complement the characterization of probability distributions.Finally, this course focuses on important inequalities and limit theorems such as the law of large numbers or the central limit theorem.

Course Outcomes

On successful completion, students will be able to

- define probability, random variable, and probability distribution.
- understand the concept of Bayesian statistics.
- grasp the definition of joint and marginal distributions.
- calculate expectation values and higher moments.
- comprehend important inequality equations and limit theorems.

Contents

1. Probability
   - 1.1 Definitions
   - 1.2 Independent events
   - 1.3 Conditional probability
   - 1.4 Bayesian statistics
2. Random Variables
   - 2.1 Random Variables
   - 2.2 Distribution functions and probability mass functions
   - 2.3 Important discrete probability distributions
   - 2.4 Important continous probability distributions

3. Joint Distributions
   - 3.1 Joint distributions
   - 3.2 Marginal distributions
   - 3.3 Independent random variables
   - 3.4 Conditional distributions

4. Expectation and Variance
   - 4.1 Expectation of a random variable, conditional expectations
   - 4.2 Variance and covariance
   - 4.3 Expectations and variances of important probability distributions
   - 4.4 Algebraic and central moments
   - 4.5 Moment-generating functions

5. Inequalities and Limit Theorems
   - 5.1 Probability inequalities
   - 5.2 Inequalities for expectations
   - 5.3 The law of large numbers
   - 5.4 Central limit theorem

Literature

Compulsory Reading

Further Reading

- Downey, A.B. (2011). Think stats (2nd ed.). Sebastopol, CA: O'Reilly
- Kim, A. (2019). Exponential Distribution—Intuition, Derivation, and Applications. Available online.
- Wasserman, L. (2004). All of Statistics: A concise course in statistical inference. New York, NY: Springer

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

3. Semester

Change Management

Module Code: DLBDBCM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Dirk Steffens (Change Management)

Contributing Courses to Module

- Change Management (DLBDBCM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Introduction to Change Management
- Understanding and shaping change
- Phase models of change management
- Phases of the change process
- Change communication
- Influencing factors and typical errors in change management
- Operational instruments in the context of change management

Learning Outcomes

Change Management

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programs in the Business & Management fields

Change Management

Course Code: DLBDBCM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The pace of change in markets, technologies and customer behavior has increased significantly.These developments offer growth opportunities for companies - new business models, mergingmarkets, changed customer behavior. To utilize future potentials, companies need to implementchanges effectively and quickly. To do this, it is essential to know the meaning, structure, roles ofthe people involved, possible bottle neck situations and communication within the framework ofchange management. A great number of change programs regularly fail in the operationalimplementation. Therefore, knowledge of the systematic approach to the change process isnecessary to successfully manage change in and of the company. People and processes play acentral role in this procedure.

Course Outcomes

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Contents

1. Introduction to Change Management
   - 11 Terms and Definitions
   - 12 Limitations of Change Management
   - 13 Models of Change

2. Causes and Triggers of Change
   - 2.1 Change and Transformation
   - 2.2 External Triggers of Change
   - 2.3 Internal Triggers for Change

3. The company as an Obstacle to Change
   - 3.1 Obstacles at Organizational Level
   - 3.2 Collective Obstacles
   - 3.3 Economic Obstacles

4. Resistance at Individual Level
   - 4.1 Manifestations of Individual Resistance
   - 4.2 Causes and Triggers of Individual Resistance
   - 4.3 Actions towards Resistance

5. Change as a Management Task
   - 5.1 Success Factors of Change Management
   - 5.2 Management Tasks in Change
   - 5.3 Change Management Activity Plans

6. Leading Change
   - 6.1 Success Factor: Leadership and Manager
   - 6.2 Leadership Roles and Functions
   - 6.3 Change Communication

7. Management of Change Projects
   - 7.1 Change Management Models
   - 7.2 Organization of Change Management
   - 7.3 Controlling and Evaluation of Change Projects

Literature

Compulsory Reading

Further Reading

- Burke, W. W. (2011): Organization Change. 3rd edition, Corwin Press, Thousand Oaks.
- Carnall, C. (2014): Managing Change in Organizations. 6th edition, Pearson, Harlow.
- Hughes, M. (2016): The Leadership of Organizational Change. Routledge, New York.
- Laloux, F. (2014): Reinventing organizations: a guide to creating organizations inspired by thenext stage of human consciousness. Nelson Parker, Brussels.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

International Contract Management

Module Code: DLBINTIWR_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

Contributing Courses to Module

- International Contract Management (DLBINTIWR01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- The Four Phases of Contract Management
- Phase I: Offer Preparation
- Phase II: Negotiation
- Phase III: Implementation
- Phase IV: Analysis

Learning Outcomes

International Contract Management

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.
- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Law	All Bachelor Programs in the Business & Management fields

International Contract Management

Course Code: DLBINTIWR01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The internationalization of economic life has progressed steadily in recent decades. While business considerations often change little when borders are crossed, legal issues show quite a different pattern. After all, every country has its own legal system. By law, the rights and duties of those involved in economic life in different countries can vary or even contradict each other. However, the laws of the individual legal systems are primarily created for domestic situations. Also, questions arising in international economic transactions are largely answered by the individual states themselves, again quite independently and in their individual way. Often, only specialists in private international law are able to evaluate which rights and obligations apply by law. However, the acquisition of such special knowledge is neither practicable nor necessary for daily business practice. This course focuses on the subject area of contract management. Instead of submitting to an unclear legal situation, companies - even across national borders - can often determine their own binding rights and obligations. The means to achieve this is the contract. A contract is nothing more than the mutual promise of the parties to do something for each other. The questions to be answered follow the business logic of the transaction. If, for example, goods or services are purchased by payment, the parties must agree, for example, on when and where the goods are to be delivered, in which currency payment is to be made, and what is to be done in the event of a defect. Efficient contract management is therefore crucial for the success of the company, especially in an international context. In this course, its objectives, contents and methods will be presented. This course follows the chronological sequence of a project and identifies the four phases of contract management: proposal preparation, negotiation, execution and analysis. In each phase, contract management must face specific challenges. When preparing an offer, it is particularly important to transfer the business model into a contractually meaningful form. During negotiations, the practicability and profitability of the business model must be maintained. In the execution phase, the main focus is on securing and increasing results. Finally, the analysis enables "lessons learned" to be drawn for future business activities.

Course Outcomes

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.
- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

Contents

1. The Four Phases of Contract Management
   - 1.1 Definition of the Term “Contract Management”
   - 1.2 Goals of Contract Management
   - 1.3 The Phases of Contract Management
   - 1.4 Contract Management: Why?

2. Phase I: Offer Preparation
   - 2.1 The Bid Decision
   - 2.2 The Structure of the Contract at a Glance
   - 2.3 The Contract Components in Detail: Title, Preamble, Planned and Unplanned, and Final Provisions
   - 2.4 The Offer Preparation Process

3. Phase II: Negotiation
   - 3.1 The Submission of an Offer
   - 3.2 External Negotiation: Planned and "Win-Win", Unplanned and "Win-Lose"
   - 3.3 The Internal Process: Risk Quantification and Approval

4. Phase III: Implementation
   - 4.1 The Coming into Effect of the Contract: Offer Acceptance and Conditions Precedent
   - 4.2 Execution of the Contract and Warranty Period
   - 4.3 Objectives of Claim Management
   - 4.4 Claim Management as Conflict Management
   - 4.5 Conflict Resolution

5. Phase IV: Analysis
   - 5.1 Determining Success
   - 5.2 Deriving of “Lessons Learned"

Literature
Compulsory Reading
Further Reading ' Berkel, G. (2016). Contractmanagement.In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.), Business project management and marketing: Mastering business markets (pp. 159—206). Springer. ' Brett, J. M. (2014). Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries(3rd ed.). Jossey-Bass. ' Brunet, A., & Cesar, F. (2021). Contract management: Contractual performance, renegotiation, and claims: How to safeguard and increaseprofit margins. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBINTIWR01_E

Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Intercultural and Ethical Decision-Making)

Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study	

Weight of Module

see curriculum

Module Contents

- Basics of Intercultural Competence
- Cultural Concepts
- Culture and Ethics
- Implications of Current Ethical Problems in the Area of Interculturality, Ethics, and Diversity
- Intercultural Learning and Working
- Case Studies for Cultural and Ethical Conflicts

Learning Outcomes

Intercultural and Ethical Decision-Making

On successful completion, students will be able to

- explain the most important terms in the areas of interculturality, diversity, and ethics.
- distinguish different explanatory patterns of culture.
- understand culture at different levels.
- plan processes of intercultural learning and working.
- understand the interdependencies of culture and ethics.
- independently work on a case study on intercultural competence.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programs in the Business & Management fields

Intercultural and Ethical Decision-Making

Course Code: DLBCSIDM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In this course, students acquire the necessary knowledge to understand intercultural competencies and current developments in the fields of diversity and ethics. Students will understand how to systematically plan and implement learning processes for the development of competences important in these areas. First, important terms are clarified and differentiated from each other, and cultural aspects are explained from different perspectives. In addition, students learn that cultural issues are relevant at different levels, for example, within a state, company, or other group. In this context, students also recognize the connection between ethics and culture with different interdependencies. On the basis of this knowledge, students are then familiarized with the different possibilities and potentials of intercultural and ethical learning and working. Practical cases are used to illustrate the importance of the relationships learned for today's work context in many companies. The students then work on a case study in which the acquired knowledge is systematically applied.

Course Outcomes

On successful completion, students will be able to

- explain the most important terms in the areas of interculturality, diversity, and ethics.
- distinguish different explanatory patterns of culture.
- understand culture at different levels.
- plan processes of intercultural learning and working.
- understand the interdependencies of culture and ethics.
- independently work on a case study on intercultural competence.

Contents

1. Basics of Intercultural and Ethical Competence to Act
   - 1.1 Subject Areas, Terms, and Definitions
   - 1.2 Relevance of Intercultural and Ethical Action
   - 1.3 Intercultural Action - Diversity, Globalization, Ethics
2. Cultural Concepts
   - 2.1 Hofstedes Cultural Dimensions
   - 2.2 Culture Differentiation According to Hall
   - 2.3 Locus of Control Concept to Rotter

3. Culture and Ethics
   - 3.1 Ethics - Basic Terms and Concepts
   - 3.2 Interdependence of Culture and Ethics
   - 3.3 Ethical Concepts in Different Regions of the World

4. Current Topics in the Area of Interculturality, Ethics, and Diversity
   - 4.1 Digital Ethics
   - 4.2 Equality and Equal Opportunities
   - 4.3 Social Diversity

5. Intercultural Learning and Working
   - 5.1 Acculturation
   - 5.2 Learning and Working in Intercultural Groups
   - 5.3 Strategies for Dealing with Cultural Conflicts

6. Case Studies for Cultural and Ethical Conflicts
   - 6.1 Case Study: Interculturality
   - 6.2 Case Study: Diversity
   - 6.3 Case Study: Interculturality and Ethics

Literature

Compulsory Reading

Further Reading

- Boylan, M. (Eds.). (2014). Business ethics. (2nd ed.). Wiley-Blackwell.
- Thomas, A., Kinast, E. U., Schroll-Machl, S. (Eds.). (2010). Handbook of intercultural communication and cooperation. Basics and areas of application. Vandenhoeck & Ruprecht .

Study Format myStudies

Study Format	Course Type
myStudies	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Intercultural Psychology

Module Code: DLBWPIPS_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Heike Schiebeck (Intercultural Psychology)

Contributing Courses to Module

- Intercultural Psychology (DLBWPIPS01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Introduction to intercultural psychology and cultural psychology
- Intercultural Management
- Diversity Management as a scope of application of intercultural management
- Values in the context of intercultural management
- Intercultural communication
- Intercultural marketing
- Intercultural trainings

Learning Outcomes

Intercultural Psychology

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Psychology	All Bachelor Programs in the Social Sciences field

Intercultural Psychology

Course Code: DLBWPIPS01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In a globalized working world, international meetings, cooperation and activities have become a matter of course. In most cases, these encounters between culturally different people are successful and satisfying for both sides. However, it is not uncommon for critical situations to arise in which the behavior of the other person is seen as threatening, inappropriate or useless and does not meet one's own expectations.In this course, students learn to understand and react appropriately to cultural differences and to deal with them in situations relevant to their jobs. The areas of intercultural differences, specifics and cooperation in intercultural teams and organizations are addressed, as well as the orientation of advertising communication in different cultural contexts.After a presentation of the different approaches of psychology as Intercultural Psychology, Cultural Psychology and Cultural Psychology and the culture-specific research, practice-relevant topics such as Intercultural Management, Intercultural Marketing and Intercultural Training will be addressed.Particular attention is paid to the areas of diversity management and value management in the corporate environment.

Course Outcomes

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Contents

1. Introduction to Intercultural and Cultural Psychology
   - 1.1 Concepts and Definitions of Culture
   - 1.2 Cultural Dimensions as Comparison Categories
   - 1.3 Distinction between Different Subject Areas in Research and Application
   - 1.4 Research Approaches and Methods

2. Intercultural Management
   - 2.1 Role, Influential Factors, and Requirements of Intercultural Management
   - 2.2 Organizational Culture

3. Diversity Management
   - 3.1 Definitions and Concepts
   - 3.2 Introduction of Diversity Management in Organizations
   - 3.3 Chances and Challenges

4. Values in the Context of Intercultural Management
   - 4.1 Values Relevance in Society
   - 4.2 Values in the Context of Organizations

5. Intercultural Communication
   - 5.1 Challenges and Specifics of Intercultural Communication
   - 5.2 Intercultural Differences in Communication Styles
   - 5.3 Becoming a Culturally Competent Communicator

6. Intercultural Marketing
   - 6.1 Definitions and Assessment Tools
   - 6.2 Intercultural Marketing Strategies and Concepts

7. Intercultural Training
   - 7.1 Concepts of Cultural Competence in Education and Research
   - 7.2 Developing Intercultural Competencies

Literature

Compulsory Reading

Further Reading

- Guimarães, D. S. (2020): Dialogical Multiplication - Principles for an Indigenous Psychology. Springer Nature, Cham.
- Matsumoto, D./ Juang, L. (2020): Culture and Psychology. 6th edition, Cengage Learning, Boston, MA.
- Wen Li, W./ Darrin Hodgetts, D. /Koong Hean Foo, K. (Eds.) (2019): Asia-Pacific Perspectives on Intercultural Psychology. Routledge, New York City, NY.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

International Brand Management

Module Code: DLBDSEIMB2

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Caterina Fox (International Brand Management)

Contributing Courses to Module

- International Brand Management (DLBDSEIMB02)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Basics of brand management
- Framework conditions for brands in international markets
- Strategies and concepts of international brands
- Brand architectures and brand extension options
- Brand management and communication
- Brand management according to the stakeholder concept
- Brand control and protection

Learning Outcomes

International Brand Management

On successful completion, students will be able to

- recognize the significance of a brand and the general conditions under which brands operate, as well as the associated tasks of brand management.
- describe the components of a brand and its management.
- explain the positioning of brands on regional, national and international markets.
- understand the role of brand evaluation and compare the most common measurement techniques.
- give an overview of the importance of trademark protection and suggest strategies for preventing counterfeiting.
- conceive of brand strategies and measures for the avoidance or occurrence of brand crises.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programmes in the Marketing & Communication fields

International Brand Management

Course Code: DLBDSEIMB02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The aim of this course is to deepen and expand the knowledge acquired in the introductory elective course International Marketing. The value of a brand is a decisive competitive advantage for companies in international business. Brands create long-term and profitable customer relationships. Brands are therefore valuable assets for companies and organizations. Students learn the basics of brand management before moving on to the concepts and success factors of international brand management. Students also become familiar with the structure of brand architectures and the possibilities of brand extensions. The fact that different stakeholder groups must be taken into account in brand management is communicated to the students on the basis of the stakeholder concept. In addition, the students get to know the various methods for measuring brand value and brand controlling. The aspects of trademark protection that are particularly important in an international environment will be dealt with conclusively.

Course Outcomes

On successful completion, students will be able to

- recognize the significance of a brand and the general conditions under which brands operate, as well as the associated tasks of brand management.
- describe the components of a brand and its management.
- explain the positioning of brands on regional, national and international markets.
- understand the role of brand evaluation and compare the most common measurement techniques.
- give an overview of the importance of trademark protection and suggest strategies for preventing counterfeiting.
- conceive of brand strategies and measures for the avoidance or occurrence of brand crises.

Contents

1. Basics of Brand Management
   - 1.1 Brand Significance and Brand Understanding
   - 1.2 Market Conditions
   - 1.3 Tasks and Goals of Brand Management

2. Brand Identity, Brand Positioning, and Brand Personality
- 2.1 Brand Identity as the Basis of Brand Management
- 2.2 Brand Positioning
- 2.3 Brand Image
- 2.4 Brand Personality

3. Brand Strategies
- 3.1 The Challenges for Brand Strategies
- 3.2 Brand Strategies for New Products
- 3.3 Trademark Licensing

4. International Branding
- 4.1 Importance of Branding for International Companies
- 4.2 Brand Concepts for International Brands
- 4.3 Factors for Successful International Brands

5. Brand Architectures and Types of Branding
- 5.1 Brand Hierarchies
- 5.2 Co-branding and Ingredient Branding

6. Brand Management and Communication
- 6.1 Classic Brand Communication
- 6.2 Brand Communication on the Internet

7. Brand Expansion
- 7.1 Basics of Brand Extension
- 7.2 Opportunities and Risks of Brand Extension
- 7.3 Ideal Typical Sequence of the Brand Extension Process

8. Brand Management According to the Stakeholder Concept
- 8.1 Basics of Brand Management According to the Stakeholder Principle
- 8.2 Stakeholder Groups: Consumer Stakeholder Groups
- 8.3 Stakeholder Groups: Shareholders and Financial Investors
- 8.4 Stakeholder Groups: Employees
- 8.5 Stakeholder Groups: Suppliers and the Public

9. Brand Control
   - 9.1 Basics of Brand Controlling
   - 9.2 Importance and Measurement of Brand Value
   - 9.3 Practical Methods for Measuring Brand Value

10. Trademark Protection
    - 10.1 Object of Trademark Protection
    - 10.2 Origin of Trademark Protection
    - 10.3 Trademark Infringements

Literature

Compulsory Reading

Further Reading

- Beverland, M. (2021). Brand management: Co-creating meaningful brands (2nd ed.). SagePublications Ltd.
- Burmann, C., Riley, N. M., Halaszovich, T., & Schade, M. (2017). Identity-based brand management:Fundamentals—strategy—implementation—controlling. Springer Gabler.
- Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategicthinking (5th ed.). Kogan Page.
- Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, andmanaging brand equity (5th ed., Global ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Leadership 4.0

Module Code: DLBWPLS_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Leadership 4.0)

Contributing Courses to Module

- Leadership 4.0 (DLBWPLS01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Conventional understanding of leadership
- Management tools
- Leadership versus management
- Integral concept of humankind as future-oriented model
- Characteristics and competencies of leaders
- Leadership models
- Agile Leadership instruments

Learning Outcomes

Leadership 4.0

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Leadership 4.0

Course Code: DLBWPLS01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Today, competitiveness depends more than ever on continuous innovation. This puts new demands on the management of companies. The task of successful leaders in innovation and business is no longer to offer direction and solutions, but to create a framework in which others develop innovations. This change, which is currently taking place with full force in companies, requires further developments on classic leadership concepts and its principles.Against the background of digital change and the advance of artificial intelligence, established business models are constantly being put to the test. On the one hand, it is important to work on several projects simultaneously and to adapt flexibly to changing conditions at any time; on the other hand, employees want to be integrated into the work process in a different way. Consideration and flexibility for their personal and family situation play an increasing role. Innovation and business leaders can only meet all these diverse challenges with Leadership by inspiring others to think ahead and act inter-divisionally, in other words, to be visionary. This course tries to convey knowledge, understanding and tools for this challenging field of work.

Course Outcomes

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

Contents

1. Basics of the Leadership Concept
   - 1.1 Definition of the Leadership Concept and Leadership Actions
   - 1.2 Development of the Understanding of Leadership
   - 1.3 The Role of Communication in Leadership
   - 1.4 New Challenges for Leadership

2. Leadership Versus Management
   2.1 Distinctions between these Concepts
   2.2 Relevance of Leadership in the Context of Technological Change
   2.3 New Forms of Work as a Challenge for Leadership 4.0

3. Organizational Prerequisites for Successful Leadership
   3.1 Launching Corporate Governance Initiatives
   3.2 From Process to Project Management
   3.3 Managing Limited Resources

4. Personal Factors for Successful Leadership
   4.1 Personal Characteristics
   4.2 Technological Know-how
   4.3 Policy and Compliance

5. Management Tools
   5.1 Definition, Differentiation and Challenges
   5.2 Use of Direct Management Tools
   5.3 Use of Indirect Management Tools

6. Leadership 4.0 Models
   6.1 Transformational Leadership
   6.2 Leadership as an Agile Role
   6.3 Authentic Leadership

7. Leadership 4.0 Case Studies
   7.1 Allsafe Jungfalk
   7.2 Automattic

Literature

Compulsory Reading

Further Reading

- Au, C. v. (eds.) (2017): Characteristics and competencies of leaders. Mindfulness, self-reflection, soft skills and competence systems. Springer, Wiesbaden.
- Creusen, U./Eschemann, N. -R./Joahnn, T. (2010): Positive leadership. Psychology of successful leadership. Advanced strategies for the application of the grid model. Gabler, Wiesbaden.
- Furtner, M. R. (2017): Empowering Leadership. With self-responsible employees to innovation and top performance. Springer Gabler, Wiesbaden.
- Furtner, M. R./Baldegger, U. (2016): Self-Leadership and Leadership. Theories, models and practical implementation. Second edition, Springer Gabler, Wiesbaden.
- Manager Magazine Publishing Company (ed.) (2015): Harvard Business Manager Special: Leadership. How does leadership work in the age of digital transformation? A booklet about management in change. 37th year
- Hofer, S. (2016): More agile leadership. Simple measures for better teamwork, better performance and higher creativity. Springer Gabler, Wiesbaden.
- Kauffeld, S. (Hrsg.) (2014): Work, Organizational and Personnel Psychology for Bachelor. 2nd edition, Springer, Berlin.
- Maxwell, J. C. (2016): Leadership. The 21 most important management principles. 8th edition, fountain, pouring.
- Wilber, K. (2012): Integral Psychology. Mind, consciousness, psychology, therapy. Arbor, Freiburg.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBWPLS01_E

4. Semester

Global Sourcing

Module Code: DLBINTGS_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Martin Barth (Global Sourcing)

Contributing Courses to Module

- Global Sourcing (DLBLOGC102_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Make-or-buy decisions, in- & outsourcing strategies
- Procurement concepts, strategies and processes
- Conducting negotiations in purchasing:
- Procurement market research & analysis
- Information and communication technology in purchasing and procurement
- optimization of interfaces between purchasing and other corporate functions
- Organizational aspects of procurement

Learning Outcomes

Global Sourcing

On successful completion, students will be able to

- describe basic strategies, concepts and processes of global procurement and analyze, evaluate and apply them with a regard to potential fields of application.
- identify central planning principles and methods of purchasing and evaluate them with regard to their fields of application in practice and their scientific and methodological foundation.
- explain the operational and strategic importance of purchasing and procurement for the entire supply chain.
- name and apply methods and applications that are necessary for the planning and execution of purchasing and procurement processes or that can be used as control levers.
- independently identify, collect, analyze and evaluate data and information for specific procurement tasks
- work on practical tasks in a goal-oriented and efficient manner.
- design and carry out further studies with a scientific orientation in the field of purchasing and procurement under guidance.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programs in the Business & Management fields

Global Sourcing

Course Code: DLBLOGC102_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Students learn the basic concepts and methods of global procurement and global purchasing. They will study the operation of globally connected supply and logistics networks. Another aspect is the discussion of cultural peculiarities and specificities focusing on negotiations in an international context.The topics considered in the course are dealt with at both the strategic and the operational level with a view to the specific handling processes, necessary information flows, as well as legal and formal frameworks.

Course Outcomes

On successful completion, students will be able to

- describe basic strategies, concepts and processes of global procurement and analyze, evaluate and apply them with a regard to potential fields of application.
- identify central planning principles and methods of purchasing and evaluate them with regard to their fields of application in practice and their scientific and methodological foundation.
- explain the operational and strategic importance of purchasing and procurement for the entire supply chain.
- name and apply methods and applications that are necessary for the planning and execution of purchasing and procurement processes or that can be used as control levers.
- independently identify, collect, analyze and evaluate data and information for specific procurement tasks
- work on practical tasks in a goal-oriented and efficient manner.
- design and carry out further studies with a scientific orientation in the field of purchasing and procurement under guidance.

Contents

1. Basics
   - 1.1 Procurement in the Context of Internationalization
   - 1.2 Importance of Purchasing and Procurement in the Company
   - 1.3 Trends and Goals of Purchasing and Procurement
   - 1.4 National, Regional and Global Supply Networks
   - 1.5 Legal Framework Conditions on a National and International Level

2. Make-Or-Buy Decisions, In- And Outsourcing Strategies
- 2.1 Make-Or-Buy Decisions
- 2.2 Decision-Making Aids for In- And Outsourcing

3. Procurement Concepts
- 3.1 Foundations and Design of Procurement Concepts
- 3.2 Global Sourcing
- 3.3 Modular vs. Single Sourcing
- 3.4 Just-In-Time Concept

4. Procurement Strategies
- 4.1 Factors Influencing the Procurement Strategy
- 4.2 Supplier Selection and Management
- 4.3 Performance Measurement and Quality Assurance
- 4.4 Risk Management in Global Supply Networks
- 4.5 Cooperation Models and Partners

5. Procurement Processes
- 5.1 Phase Models of Procurement
- 5.2 Classic Purchasing, Shared Service Center
- 5.3 Electronic Marketplaces
- 5.4 Transportation in Foreign Trade
- 5.5 Documents in Foreign Trade
- 5.6 Financial Transactions

6. Conducting Negotiations in Purchasing
- 6.1 Challenges of International Negotiations
- 6.2 Strategies
- 6.3 Operational Implementation
- 6.4 Intercultural Aspects

7. Procurement Market Research and Analysis
- 7.1 Objects of Procurement Market Research
- 7.2 Procurement Market Research Methods

8. Information and Communication Technology in Purchasing and Procurement
- 8.1 Requirements for IT Systems in Procurement
- 8.2 Selected IT Systems at a Glance

9. Optimization Interfaces Between Purchasing and Other Corporate Functions
   - 9.1 Overview of Organizational Models
   - 9.2 Organizational Forms of Purchasing

10. Organizational Aspects of Procurement
    - 10.1 Variants of the Organizational Structure
    - 10.2 Decision-Making Aids

Literature

Compulsory Reading

Further Reading

- Cateora, P.R./Gilly, M.C./Graham, J.L. (2016): International Marketing. 17th edition, the Mc Graw-Hill Companies, Inc., New York.
- Lewicki, R./Barry, B./Saunders, D. (2016) Essentials of Negotiations, 6th edition, McGraw-Hill Education, New York.
- Pooler V. H./Pooler, D. J./Farney, S. D. (2004): Global Purchasing and Supply Management: Fulfill the Vision. 2nd edition, Springer, Berlin, Heidelberg.
- Taderera, F. (2010): Principles of International Purchasing: International Procurement, Shipping, Logistics. LAP LAMBERT Academic Publishing, Riga.
- Weele, A. J. v. (2010): Purchasing and Supply Chain Management. 5th edition, Cengage Learning UK, Canada.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBLOGC102_E

International HR Management

Module Code: DLBINTIHR_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Katharina Rehfeld (International HR Management)

Contributing Courses to Module

- International HR Management (DLBINTIHR01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study	

Weight of Module

see curriculum

Module Contents

- Cultural Concept and Approaches Towards Cultural Understanding
- Comparative Human Resources
- International Personnel Deployment
- International Assignments and Host Country Essentials
- Development of International Managers
- Application of International HRM Models to Selected Regions of the World

Learning Outcomes

International HR Management

On successful completion, students will be able to

- understand and identify the challenges of human resource management in multinational companies.
- take into account cultural particularities in personnel management in different countries and to apply these to transnational mergers and acquisitions.
- name opportunities and risks as well as factors for success in the assignment of expatriates and to identify optimization factors.
- identify elements for developing transnationally qualified managers.
- identify specific risks and opportunities in international personnel deployment with regard to selected regions.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Human Resources	All Bachelor Programmes in the Human Resources field

International HR Management

Course Code: DLBINTIHR01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The aim is to provide a bird's eye view of special features, opportunities, risks and challenges in both country-specific and cross-national human resources management. To this end, the concept of culture will be discussed and different ways of looking at culture will be debated. On this basis, the course tackles country-specific personnel management with its respective peculiarities. This is followed by a discussion on the transnational personnel management of Multinational Corporations (MNCs). Building on this, the topics of international staff deployment, secondments and the influence of host countries on the management process of MNCs and their foreign subsidiaries will be addressed. A discussion on special features of human resources management in cross-border mergers and acquisitions rounds up this part of the course.In a second thematic approach, the course looks at the requirements for the development of transnational managers in MNCs and discusses measures such as secondment and ongoing training. Finally, the introduced models and concepts will be applied to two example regions in Asia (Japan/Taiwan and China/ Vietnam) and the USA.

Course Outcomes

On successful completion, students will be able to

- understand and identify the challenges of human resource management in multinational companies.
- take into account cultural particularities in personnel management in different countries and to apply these to transnational mergers and acquisitions.
- name opportunities and risks as well as factors for success in the assignment of expatriates and to identify optimization factors.
- identify elements for developing transnationally qualified managers.
- identify specific risks and opportunities in international personnel deployment with regard to selected regions.

Contents

1. Culture and Intercultural Perspectives
   - 1.1 Positivist View
   - 1.2 Interpretative View
   - 1.3 Critical View

2. Comparative Human Resources
   - 2.1 Globalisation and its Effects on Human Resources Management
   - 2.2 Contextual Effects
   - 2.3 Requirements

3. Multinational Companies and International HR Models
   - 3.1 Challenges in Multinational Corporations
   - 3.2 Resolution Methods
   - 3.3 International HR Models

4. International Personnel Deployment
   - 4.1 International Personnel Planning
   - 4.2 Reasons for Deployments and Job Rotation
   - 4.3 Selection of Expatriates
   - 4.4 Success Determinants

5. International Missions and Host Countries
   - 5.1 Variance in Environmental Variables
   - 5.2 Host Country Effects for Multinational Corporations
   - 5.3 HRM in Cross-Border Mergers and Acquisitions
   - 5.4 Integration

6. Development of International Managers
   - 6.1 Personnel Development in an International Context
   - 6.2 Preparation, Support and Reintegration of Expatriates

7. Application in Sample Markets
   - 7.1 Asia: Japan and Taiwan
   - 7.2 Asia: China and Vietnam
   - 7.3 USA
   - 7.4 European Countries

Literature
Compulsory Reading
Further Reading ' Brewster, C., Mayrhofer, W., & Farndale, E. (2017). Handbook of research on comparative human resource management (2nd ed.). Edward Elgar Publishing. ' Dowling, P. J., Festing, M., & Engle, A. D. (2017). International human resource management (7th ed.). Cengage Learning.

Study Format myStudies

Study Format	Course Type
myStudies	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

DLBINTIHR01_E

Intercultural Management

Module Code: DLBLOIM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Intercultural Management)

Contributing Courses to Module

- Intercultural Management (DLBLOIM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam or Written Assessment: Case Study, 90 Minutes Study Format: Distance Learning Exam or Written Assessment: Case Study, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Introduction to the theories of intercultural management
- Intercultural management in the economy
- Personnel management in international companies
- Innovation management in international companies

Learning Outcomes

Intercultural Management

On successful completion, students will be able to

- recall theories of intercultural management.
- understand complex issues and discussions of intercultural management.
- apply acquired knowledge in intercultural management.
- systematically analyze facts, data and information from scientific sources.
- evaluate arguments, ideas, information, problems and possible solutions from the field of intercultural management.
- develop critical arguments in relation to issues of intercultural management.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programs in the Business & Management fields

Intercultural Management

Course Code: DLBLOIM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Students learn about the most important intercultural disciplines and areas of work and acquire knowledge of relevant social science, business and natural science frameworks and principles. Reference is also made to the different professional roles, duties and scope of action in internationally operating companies.

Course Outcomes

On successful completion, students will be able to

- recall theories of intercultural management.
- understand complex issues and discussions of intercultural management.
- apply acquired knowledge in intercultural management.
- systematically analyze facts, data and information from scientific sources.
- evaluate arguments, ideas, information, problems and possible solutions from the field of intercultural management.
- develop critical arguments in relation to issues of intercultural management.

Contents

1. Introduction and Overview
   - 1.1 Classification and Delimitation of Intercultural Management
   - 1.2 Intercultural Management as a Science
2. Introduction to the Theories of Intercultural Management
   - 2.1 Intercultural Core Theory
   - 2.2 Culture and Psychology
   - 2.3 The Importance of Context, Culture, Religion and Language
   - 2.4 Cultural Concepts from Hofstede, Trompenaars and GLOBE
3. Intercultural Management in the Economy
   - 3.1 Culture and Globalization
   - 3.2 International Cultures and Global Trends
   - 3.3 Organizational Cultures of SMES and MNCS
   - 3.4 Case Studies of International Negotiations

4. Personnel Management in International Companies
   - 4.1 Basics of Personnel Management
   - 4.2 Functions of Personnel Management

5. Innovation Management in International Companies
   - 5.1 Basics of Innovation Management
   - 5.2 Structures and Processes of Innovation Management
   - 5.3 Impact of National Culture on Innovation
   - 5.4 Impact of Corporate Culture on Innovation

Literature

Compulsory Reading

Further Reading

- Ahlstrom, D./Bruton, G. D. (2010): International Management. Strategy and Culture in the Emerging World. South-Western Cengage Learning, Boston.
- Shiraev, Eric B. (2007): Cross-Cultural Psychology: Critical Thinking and Contemporary Applications. 3rd edition, Allyn & Bacon, Boston.
- Hofstede, G./Hofstede, G. J./Minkow, M. (2010): Cultures and Organizations. Software of the Mind. Intercultural Cooperation and Its Importance for Survival. 3rd edition, McGraw-Hill, New York City.
- Holden, N. J. (2002): Cross-Cultural Management. A Knowledge Management Perspective. FT Prentice Hall, Harlow.
- Francesco, A. M., & Gold, B. A. (2005). International organizational behavior: Text, cases, and skills. 2nd edition, Prentice Hall.
- Trompenaars, F. (2012): Riding the Waves of Culture. Understanding Cultural Diversity in Global Business. 3rd edition, N. Brealey Publishing. London/Boston.
- Usunier, J.-C./Lee, J. A. (2009): Marketing across cultures. 5th ediiton, FT Prentice Hall, Harlow.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Corporate Finance and Investment

Module Code: DLBCFIE

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Muhammad Ashfaq (Corporate Finance and Investment)

Contributing Courses to Module

- Corporate Finance and Investment (DLBCFIE01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Written Assignment Study Format: myStudies Written Assessment: Written Assignment	

Weight of Module

see curriculum

Module Contents

- Introduction to Corporate Finance
- Ownership and Corporate Governance
- Understanding Financial Statements and Key Performance Indicators
- Basic Concepts of Financial Theory
- Types of Capital and Financing
- Short-term Financing Decisions
- Capital Budgeting and Decision-Making Methods in Investment

Learning Outcomes

Corporate Finance and Investment

On successful completion, students will be able to

- recognize the targets and scope of corporate finance and the role of financial markets .
- understand agency-problems in corporations and how incentives and institutional and market mechanisms are used to mitigate agency costs .
- interpret financial statements and key performance indicators and draw conclusions about financing alternatives and potentials of a corporation.
- consider the time value of money and calculate the cost of capital used to optimize future project cash flow streams.
- implement a long-term financing strategy and structure for corporations based on an appropriate mix of equity, debt, leasing, and hybrid financial instruments.
- effectively utilize cash management and working capital management to reduce short-term financing needs and costs.
- prepare investment decisions, estimate expected project cash flows and incorporate cash flow related risks into the decision process.
- apply investment decision methodologies to evaluate and select favorable corporate investment projects.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Finance & Tax Accounting	All Bachelor Programmes in the Business & Management fields

Corporate Finance and Investment

Course Code: DLBCFIE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course introduces students to the targets and scope of corporate finance and the role of financial markets. The separation of ownership and control is a constituent feature of corporations; students explore the resulting agency problems and the mechanisms available to mitigate the costs of agency relationships.Students will be introduced to fundamentals of theory and practice regarding principles of modern corporate finance. They will learn to read and analyze financial statements from a financing point of view and develop a detailed understanding of concepts such as the time value of money, interest rates, and cost of capital. After introducing basic concepts, equity and debt financing will be discussed at length. The financial leverage effect on rates of return will be explored and leasing and hybrid financial instruments as an alternative to pure equity and debt financing are presented. Students will study how corporations apply short-term measures of financing and how effective cash and working capital management is used to reduce short-term financing needs and costs.This course will conclude with a discussion on the investment processes of corporations with a particular focus on the challenge of estimating expected cash flows. Students will learn how to include risk as a factor in the decision process and be able to analyse applied investment rules and methodologies.

Course Outcomes

On successful completion, students will be able to

- recognize the targets and scope of corporate finance and the role of financial markets .
- understand agency-problems in corporations and how incentives and institutional and market mechanisms are used to mitigate agency costs .
- interpret financial statements and key performance indicators and draw conclusions about financing alternatives and potentials of a corporation.
- consider the time value of money and calculate the cost of capital used to optimize future project cash flow streams.
- implement a long-term financing strategy and structure for corporations based on an appropriate mix of equity, debt, leasing, and hybrid financial instruments.
- effectively utilize cash management and working capital management to reduce short-term financing needs and costs.
- prepare investment decisions, estimate expected project cash flows and incorporate cash flow related risks into the decision process.
- apply investment decision methodologies to evaluate and select favorable corporate investment projects.

Contents

1. Introduction to Corporate Finance
   - 1.1 The Targets and Scope of Corporate Finance
   - 1.2 The Role of a Financial Manager
   - 1.3 The Financial Market Environment

2. Ownership and Corporate Governance
   - 2.1 Legal Types of Firms
   - 2.2 Agency Relations and Agency Problems in Corporations
   - 2.3 Institutional Investors, Incentives, and Market Control Mechanisms

3. Understanding Financial Statements and Key Performance Indicators
   - 3.1 Balance Sheets
   - 3.2 Income Statements
   - 3.3 Cash Flow Statements
   - 3.4 Measuring Performance: Key Performance Indicators

4. Basic Concepts of Financial Theory
   - 4.1 Time Value of Money and Cash Flow Streams
   - 4.2 Interest Rates: Determinants and Quotes
   - 4.3 Estimating the Cost of Capital

5. Types of Capital and Financing
   - 5.1 Equity Capital
   - 5.2 Debt Financing
   - 5.3 Leasing
   - 5.4 Financial Leverage and Capital Structure

6. Short-Term Financing Decisions
   - 6.1 Cash Budgets and Short-Term Financial Plans
   - 6.2 Treasury and Cash Management
   - 6.3 Working Capital Management

7. Capital Budgeting and Decision-Making Methods in Investment
   - 7.1 Capital Budgeting and Investments
   - 7.2 Incorporating Risk in Capital Budgeting Decisions
   - 7.3 Investment Rules and Decision-Making Methods

Literature
Compulsory Reading
Further Reading ' Brigham, E. F., & Houston, J. F. (2019). Fundamentals of financial management (15th ed.). Southwestern-Cengage. ' Zutter, C. J., & Smart, S. B. (2019). Principles of managerial finance (15th ed.). Pearson .

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Corporate Communication

Module Code: DLBINTCC_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Corporate Communication)

Contributing Courses to Module

- Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- corporate identity
- corporate design
- corporate image
- corporate communication as a sub-discipline of corporate communications
- differentiation from public relations

Learning Outcomes

Corporate Communication

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Public Relations Management	All Bachelor Programs in the Marketing & Communication fields

Corporate Communication

Course Code: DLBPRWCCPR01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In this course students are encouraged to fully grasp all internal and external communication activities of a company. Corporate communication is part of corporate identity and serves to communicate the corporate image. Here, for example, the focus can be on "sustainability" or "being hip". With the rise of saturated markets and global competition, the corporate image is becoming increasingly important. Corporate image and communication are increasingly becoming competitive advantages because it is becoming more and more difficult for companies to achieve and maintain product-related competitive advantages.This course combines targeted theoretical and strategic principles with practical knowledge of the content, methods, instruments and structures of corporate communication.

Course Outcomes

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

Contents

1. Introduction to Corporate Communication
   - 1.1 Principles and Definitions
   - 1.2 Internal vs. External Corporate Communications
   - 1.3 Image Building and Brand Development
   - 1.4 Best Practice Examples in an International Context
2. Corporate Communication and PR
   - 2.1 Sub-Disciplines of Corporate Communications
   - 2.2 Differentiation from Public Relations
   - 2.3 Historical Development and Milestones

3. Corporate Philosophy as a Means of Corporate Management
   - 3.1 Corporate Soul
   - 3.2 Corporate Language
   - 3.3 Corporate Culture

4. Corporate Identity in Focus
   - 4.1 Visual Branding: Corporate Design
   - 4.2 Non-Visual Branding: Corporate Identity

5. Corporate Communication and Digitalization
   - 5.1 Challenges of Multi-Channel Communication
   - 5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

- Barbera, K. M. (2014): The Oxford handbook of organizational climate and culture. Oxford University Press, Oxford.
- Carroll, C. E. (Ed.). (2015): The handbook of communication and corporate reputation. John Wiley & Sons, Hoboken, NJ.
- Groysberg, B. et al (2018): The leader's guide to corporate culture. Harvard Business Review, 96(1), 44-52.
- Peltokorpi, V. (2015): Corporate language proficiency and reverse knowledge transfer in multinational corporations: Interactive effects of communication media richness and commitment to headquarters. Journal of International Management, 21(1), 49-62.
- Piekkari, R./Oxelheim, L./Randøy, T. (2015): The silent board: How language diversity may influence the work processes of corporate boards. Corporate governance: An international review, 23(1), 25-41.
- Pinho, J. C./Rodrigues, A. P./Dibb, S. (2014): The role of corporate culture, market orientation and organisational commitment in organisational performance. Journal of Management Development.
- Sanden, G. R./Lønsmann, D. (2018): Discretionary power on the front line: A bottom-up perspective on corporate language management. European Journal of International Management, 12(1-2), 111-137.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Customer Relationship Management

Module Code: DLBCRM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Customer Relationship Management)

Contributing Courses to Module

- Customer Relationship Management (DLBCRM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Theoretical explanatory approaches of CRM
- Customer life and customer relationship cycle
- Customer satisfaction and loyalty
- Customer Loyalty Management
- Customer value and customer portfolio management
- Strategies and instruments of CRM
- Implementation and controlling of CRM

Learning Outcomes

Customer Relationship Management

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programs in the Marketing & Communication fields

Customer Relationship Management

Course Code: DLBCRM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Customer Relationship Management is considered a central and fundamental concept of marketing management to optimally shape customer relationships. All processes of a company should be consistently and sustainably oriented towards the customer and their needs. This fundamental understanding as well as a broad overview of the topic area of CRM are conveyed to the students. In addition to the theoretical fundamentals of customer relations, this course deals with the customer life and customer relationship cycle, customer satisfaction and loyalty, customer retention management as well as customer value and customer portfolio management. The practical application is addressed through the presentation of the various strategies and instruments of CRM and also in the concrete implementation and controlling of CRM.

Course Outcomes

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

Contents

1. Basics of CRM
   - 1.1 CRM Terms and Objectives
   - 1.2 The Economic Importance of the Customer
   - 1.3 From Transaction-Oriented to Relationship-Oriented Marketing
   - 1.4 Tasks and Structure of CRM

2. Theoretical Explanatory Approaches of CRM
   - 2.1 Explanatory Approaches from Neoclassical, Neoinstitutional and Organization Theory Perspectives
   - 2.2 Explanatory Approaches from a Neobehaviorist Perspective
   - 2.3 Explanatory Approaches from a Communicative Perspective

3. Customer Life and Customer Relationship Cycle
   - 3.1 Customer Life Cycle
   - 3.2 Customer Relationship Cycle
   - 3.3 Customer Relationships from the Demand and Supply Perspective

4. Customer Satisfaction and Loyalty
   - 4.1 Customer Satisfaction as a Condition for Long-Term Customer Loyalty
   - 4.2 Measurement of Customer Satisfaction
   - 4.3 Customer Loyalty through Customer Satisfaction
   - 4.4 Building Customer Satisfaction and Loyalty

5. Customer Loyalty Management
   - 5.1 Reasons and Effects of Customer Loyalty Management
   - 5.2 Strategies for Customer Retention
   - 5.3 Measures and Instruments for Customer Loyalty

6. Customer Value and Customer Portfolio Management
   - 6.1 Basics of Customer Evaluation
   - 6.2 Customer Evaluation Procedure
   - 6.3 Customer Segmentation and Customer Portfolios

7. Strategies and Instruments of CRM
   - 7.1 Characteristics and Tasks of Strategies in CRM
   - 7.2 Phase-Dependent CRM Strategies and Instruments
   - 7.3 Other Options and Instruments

8. Implementation and Controlling of CRM
   - 8.1 Organization, Management and Corporate Culture
   - 8.2 Architecture of the CRM Processes
   - 8.3 Operational and Analytical CRM Processes
   - 8.4 Data Processing
   - 8.5 Possibilities of Impact Monitoring

Literature
Compulsory Reading
Further Reading ' Buttle, F. A./Maklan, S. (2019): Customer relationship management: Concepts and technologies. 4th edition, Routledge, London. ' Kumar, V./Reinartz, W. J. (2018): Customer relationship management: Concept, strategy, and tools. 3rd edition, Springer, Berlin. ' Palmatier, R. W./Steinhoff, L. (2019): Relationship marketing in the digital age. Routledge, London.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBCRM01_E

5. Semester

Digital Business Models

Module Code: DLBLODB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Mario Boßlau (Digital Business Models)

Contributing Courses to Module

- Digital Business Models (DLBLODB01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Meaning, origin and definition of the term "digital business model”
- Basic concepts for the description of business models
- Tools for the description of business models
- Patterns of digital business models
- Digital business models and business plans

Learning Outcomes

Digital Business Models

On successful completion, students will be able to

- understand what a business model is and how to describe it systematically.
- outline the basic features of the historical development of business models.
- describe key digital business models and evaluate their advantages and disadvantages.
- establish the relationship between a business model and a business plan to independently derive and analyse the positioning of a company.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the Business Administration and Management fields	All Bachelor Programmes in the Business & Management fields

Digital Business Models

Course Code: DLBLODB01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

A business model contains the depiction of the logic of how a company generates, delivers and secures value. The progressing digitalization of many processes, products and services has made possible a large number of innovations in the area of business models in recent years. The subject of this course rounds up the presentation, the underlying patterns and the main factors that influence these digital business models.Starting from a general definition of the concept of a business model, a system is developed to describe the essential factors of a business model. An overview of the historical development of important business models and in particular the influence of digitization on newer business models allows a classification of the concept and an understanding of the framework.Then the most important alternative digital business models of recent years are systematically presented, analyzed and evaluated with regard to their respective strengths and weaknesses.Finally, the role of business models in the creation process of a business plan is described. Students learn the central approaches to developing an independent corporate positioning and are enabled to examine and evaluate the central factors influencing corporate success in digital business.

Course Outcomes

On successful completion, students will be able to

- understand what a business model is and how to describe it systematically.
- outline the basic features of the historical development of business models.
- describe key digital business models and evaluate their advantages and disadvantages.
- establish the relationship between a business model and a business plan to independently derive and analyse the positioning of a company.

Contents

1. Meaning, Origin and Definition of the Term "Digital Business Model
   - 1.1 Goals and Functions of Digital Business Models
   - 1.2 Business Model - Origin of the Term and its Meaning in the Digital Economy
   - 1.3 Definition of the terms Business Model and Digital Business Model
   - 1.4 Differentiation from Other Terminologies of the Digital Economy

2. Basic Concepts for the Description of Business Models
   - 2.1 Value Chain by Porter
   - 2.2 Value-added Chain
   - 2.3 Dominant Logic
   - 2.4 Revenue Model
   - 2.5 Unique Selling Proposition
   - 2.6 Transaction
   - 2.7 Product or Service Range

3. Tools for the Description of Business Models
   - 3.1 Business Model Canvas
   - 3.2 St. Gallen Business Model Navigator
   - 3.3 MIT Framework

4. Patterns of Digital Business Models
   - 4.1 Long Tail
   - 4.2 Multi-Sided Pattern
   - 4.3 Free and Freemium
   - 4.4 OPEN API Pattern

5. Digital Business Models and Business Plans
   - 5.1 Integration of the Business Model into the Business Plan
   - 5.2 Company Positioning and the Digital Business Model
   - 5.3 Digital Business Models as Innovation Drivers for the Development of New Businesses

Literature

Compulsory Reading

Further Reading

- Brynjolfsson, E./Hu, Yu J./Smith, M. D. (2006): From Niches to Riches. Anatomy of the Long Tail. In: MIT Sloan Management Review, volume 47, Magazine 4, p. 67–71.
- Osterwalder, A./Pigneur, Y. (2010): Business Modell Generation. Wiley, Hoboken (NJ).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Agile Project Management

Module Code: DLBCSAPM

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Inga Schlömer (Agile Project Management)

Contributing Courses to Module

- Agile Project Management (DLBCSAPM01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Project Report Study Format: Distance Learning Written Assessment: Project Report	

Weight of Module

see curriculum

Module Contents

- In this course, students are taught action competences in the field of agile project management. They will be familiarized with the values, activities, roles, and artifacts of agile procedures using Scrum as an example.

Learning Outcomes

Agile Project Management

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.
- consider the increasing relevance of international, intercultural and virtual collaboration in projects.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology fields

Agile Project Management

Course Code: DLBCSAPM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Students will receive a practical introduction to agile project management in this course. In addition to teaching its individual basic principles, the differences between agile project management and plan-driven project management will be examined in detail. In order to understand and experience agile project management, the values, activities, roles, and artefacts of typical agile procedures are presented using Scrum and then practiced on an example project.

Course Outcomes

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.
- consider the increasing relevance of international, intercultural and virtual collaboration in projects.

Contents

- This course teaches students various skills in the field of agile project management. In contrast to plan-driven project management, the principles of agility used in modern software development are taught. Using the example of Scrum, students will acquire skills in applying an agile approach, and then apply their knowledge of respective roles and activities in a simple project to gain initial practical experience, documenting it in a project report. The content of the projects results from the individual abilities and requirements of the students.

Literature
Compulsory Reading
Further Reading ' Apress.Agile Alliance (2021). Subway Map to Agile Practices. (URL: https://www.agilealliance.org/agile101/subway-map-to-agile-practices/ [last accessed on 23.06.2021]). ' Beck, K. et al. (2001). Manifesto for Agile Software Development. (URL: https://agilemanifesto.org/ [last accessed on 23.06.2021]). ' Chovanova, H. et al. (2020). Agile Project Management – What is It?:IEEE. In 18th International Conference on Emerging eLearning Technologies and Applications (ICETA), Emerging eLearning Technologies and Applications (ICETA), 2020 18th International Conference. ' Dalton, Jeff (2019). Great Big Agile. An OS for Agile Leaders. ' Douglass, B. P. (2016). Agile systems engineering. Morgan Kaufmann, p. 151-160 ' Project Management Institute (2017). Agile Practice Guide. Project Management Institute. ' Measey P./Radtac (2015). Agile Foundations -Principles, Practices and Frameworks. BCS The Chartered Institute for IT, p. 131-140, p. 148-152. ' Schwaber, K./Sutherland, J. (2020). The Scrum Guide. (URL: https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf#zoom=100 [last accessed on 23.06.2021])

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Conflict Management and Mediation

Module Code: DLBWPKUM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Conflict Management and Mediation)

Contributing Courses to Module

- Conflict Management and Mediation (DLBWPKUM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Forms of cooperation
- Basic concepts of conflict research
- Conflict Management
- Basics of communication psychology
- Conducting discussions and moderation
- Mediation

Learning Outcomes

Conflict Management and Mediation

On successful completion, students will be able to

- explain the central characteristics of conflicts and reflect, analyze and assess their progression.
- analyze conflicts according to the degree of their escalation.
- explain how conflicts arise and how to avoid them.
- understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.
- use special conversation and question techniques.
- identify hidden messages in communication and develop suggestions for optimization.
- develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.
- assess and apply mediation as a method of conflict resolution.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Psychology	All Bachelor Programs in the Social Sciences field

Conflict Management and Mediation

Course Code: DLBWPKUM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In the business world, different perspectives of negotiating partners or parties often clash. This often leads to conflicts because the parties involved pursue different goals and evaluate situations differently. Especially against the background of transformation and restructuring processes in companies, conflicts are often pre-programmed due to different interests. To ensure that the different perspectives of the parties involved do not conclude in escalation, knowledge of the nature and structure of conflicts, techniques for dealing with them and basic knowledge of the possibilities of successful communication at a verbal and non-verbal level are essential. This course will equip students with the necessary understanding and present necessary tools to recognize conflicts, to solve them and to lead negotiations. In this context, mediation is highlighted as an increasingly popular method of conflict resolution.

Course Outcomes

On successful completion, students will be able to

- explain the central characteristics of conflicts and reflect, analyze and assess their progression.
- analyze conflicts according to the degree of their escalation.
- explain how conflicts arise and how to avoid them.
- understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.
- use special conversation and question techniques.
- identify hidden messages in communication and develop suggestions for optimization.
- develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.
- assess and apply mediation as a method of conflict resolution.

Contents

1. From Cooperation to Confrontation
   - 1.1 Cooperation and Competition
   - 1.2 Forms of Cooperation
   - 1.3 Game Theoretical Approaches
   - 1.4 The Way into the Conflict

2. Basic Concepts of Conflict Research
- 2.1 What is a Conflict?
- 2.2 Types of Conflict
- 2.3 Mobbing - a Special Type of Conflict
- 2.4 The Stages of Conflict Escalation
- 2.5 Conflict Resistance of Organizations

3. Conflict Management in the World of Work
- 3.1 Conflict Costs
- 3.2 Conflict Management in Business
- 3.3 Elements of Conflict Management

4. Basics of Communication Psychology
- 4.1 What is “Communication”?
- 4.2 Axioms of Communication
- 4.3 The Importance of Non-Verbal Communication
- 4.4 The Message Square Model: The Four Sides of a Message
- 4.5 Transactional Analysis as Analysis of Interpersonal Communication
- 4.6 Non-Violent Communication

5. Conducting Discussions and Moderation
- 5.1 Conversation and Question Techniques in Conflict Situations
- 5.2 The Discussion Moderation

6. Mediation as an Instrument of Conflict Resolution
- 6.1 Principles of Mediation
- 6.2 Areas of Application of Mediation
- 6.3 Principles and Rules of Mediation
- 6.4 The Mediation Process - Phases and Procedures

Literature
Compulsory Reading
Further Reading ' Coltri, L. (2020): Alternative Dispute Resolution. 2nd edition, McGraw Hill, New York City, NY. ' Fisher, R./Ury, W./Patton, B. (2011): Getting to Yes: Negotiating Agreement Without Giving In. 3rd edition, Penguin Books, New York City, NY. ' Rosenberg, M. B. (2015): Nonviolent Communication - A Language of Life: Life-Changing Tools for Healthy Relationships. 3rd edition, PuddleDancer Press, Encinitas, CL.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Seminar: Current Issues in International Management

Module Code: DLBINTSATIM_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Seminar: Current Issues in International Management)

Contributing Courses to Module

- Seminar: Current Issues in International Management (DLBINTSATIM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Research Essay Study Format: Fernstudium Written Assessment: Research Essay	

Weight of Module

see curriculum

Module Contents

This seminar deals with current issues in international management.

Learning Outcomes

Seminar: Current Issues in International Management

On successful completion, students will be able to

- familiarize themselves autonomously with a given topic from the field of "International Management".
- independently research subject-specific literature and evaluate it in a targeted manner.
- elaborate important characteristics, interrelationships and findings in a written assignment.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Seminar: Current Issues in International Management

Course Code: DLBINTSATIM01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In the seminar "Current Issues in International Management" students write a research essay on a specific topic and present their results. The students demonstrate that they are able to autonomously familiarize themselves with a topic of international management and to document and present the knowledge gained in an organized manner.

Course Outcomes

On successful completion, students will be able to

- familiarize themselves autonomously with a given topic from the field of "International Management".
- independently research subject-specific literature and evaluate it in a targeted manner.
- elaborate important characteristics, interrelationships and findings in a written assignment.

Contents

- The seminar deals with current issues in international management. Each participant is expected to write a research paper on a topic assigned to them and present the contents of the written assignment.

Literature

Compulsory Reading

Further Reading

- Oehlrich, M. (2014): Wissenschaftliches Arbeiten und Schreiben. Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Springer Gabler, Berlin.
- Wehrlin, U. (2010): Wissenschaftliches Arbeiten und Schreiben. Leitfaden zur Erstellung von Bachelorarbeit, Masterarbeit und Dissertation – von der Recherche bis zur Buchveröffentlichung. AVM, München.
- Sure, M. (2017): Internationales Management. Grundlagen, Strategien und Konzepte. Springer Gabler, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

DLBINTSATIM01_E

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Michaela Moser (Introduction to New Work) / Prof. Dr. Julia Pitters (Business Psychology)

Contributing Courses to Module

- Introduction to New Work (DLBNWENW01_E)
- Business Psychology (DLBMPS01_E)

Module Exam Type

Module Exam	Split Exam
	Introduction to New Work • Study Format "Distance Learning": Exam (50) Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to New Work

- Working world of the future
- Concept development
- New Work as an interdisciplinary approach
- Megatrends
- Effects of agile organization forms
- Leadership and cooperation in New Work
- Empowerment
- Competence development
- General conditions

Business Psychology

- General Theories of Business Psychology
- Psychology of Microeconomic Processes
- Psychology of Macroeconomic Processes
- Psychology of Change
- The Learning Organization

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

- identify and understand the challenges of technological and societal change.
- transfer the emerging challenges to human resources management and the leadership culture in companies.
- understand the concepts of agile and fluid organizations and the resulting consequences.
- identify solutions for complex environmental factors on leadership and human resources management.

Business Psychology

On successful completion, students will be able to

- describe central economic assumptions and their influencing factors and critically question them in relation to concrete action and decision making.
- discuss important theories in the field of motivation, cognition and interaction and explain their significance for economic tasks and contexts.
- explain fundamental psychological conditioning factors and explanatory models of macroeconomic processes and phenomena and apply them to central economic issues.
- present the importance of work and essential influencing factors from a psychological perspective and derive operational possibilities for shaping work.
- differentiate essential psychological models and concepts for describing and influencing human behavior in organizations and groups.
- assess the possibilities and limits of the targeted development of organizations on the basis of central psychological theories and models and to develop behavioral recommendations.
- discuss basic psychological concepts of the learning organization and design measures for everyday working life.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Human Resources and Psychology	All Bachelor Programmes in the Human Resources and Social Sciences fields

Introduction to New Work

Course Code: DLBNWENW01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

More and more companies leave their bureaucratic systems and hierarchical structures behind and adopt an agile style of work. Knowledge is both increasing and outdated at an increasing rate. Autonomy and creativity become of greater importance in more and more companies. Increasingly, processes and departments are set up according to agile principles. Work experiences an increasing dissolution of boundaries with both positive and negative effects. The question of how structures and corporate culture adapt better and faster to shorter innovation cycles and environmental changes affects all companies and their human resources management. It is more important than ever for knowledge and qualifications to be state of the art; consequently continuous learning needs to take a more prominent role in the work place. In the context of social and demographic change, work and organizations are moving further and further away from Taylorism and towards integral, evolutionary organizations whose work is characterized by self-management, a holistic view and meaningful tasks. This is accompanied by a change in orientation, away from bureaucracy towards democratic structures and empowerment. This course provides an introduction to the complex and contemporary theme of the new working world and work structure. Starting with a classification of the topic, we will define social megatrends as essential factors influencing human resource management and organization. Building on this, we will discuss the dipole of rigid and agile organizational structures and the resulting effects on leadership, personnel management and employees. Further, we will look at the concepts of cooperation and leadership during the implementation of new work structures and methods as well as necessary competencies. Competence development addresses how learning, attitudes and abilities are set to interact to provide companies with agile processes. Finally, we will critically reflect upon the new work concept, looking at advantages and disadvantages for those involved, predominantly in the context of legal and social conditions.

Course Outcomes

On successful completion, students will be able to

- identify and understand the challenges of technological and societal change.
- transfer the emerging challenges to human resources management and the leadership culture in companies.
- understand the concepts of agile and fluid organizations and the resulting consequences.
- identify solutions for complex environmental factors on leadership and human resources management.

Contents

1. What is New Work?
   - 1.1 The World of Work of the Future
   - 1.2 Concept Development
   - 1.3 New Work as an Interdisciplinary Approach

2. Megatrends
   - 2.1 Globalization
   - 2.2 Digitalization and Connectivity
   - 2.3 Individualization and Changing Values
   - 2.4 Demographic Change and Diversity

3. Organization of New Work
   - 3.1 Fixed Organization Forms
   - 3.2 Agile Organization Forms
   - 3.3 Effects of Agile Organization Forms

4. Leadership and Cooperation in New Work
   - 4.1 Empowerment
   - 4.2 Leadership
   - 4.3 New Forms of Agile Cooperation
   - 4.4 New Frameworks, Methods and Tools for Cooperation

5. Competence Development
   - 5.1 Competencies
   - 5.2 Settings and Mindset
   - 5.3 Continuous Learning

6. General Conditions and Criticism
   - 6.1 General Conditions
   - 6.2 Critical Classification of New Work

Literature

Compulsory Reading

Further Reading

- Bernstein, E. et al. (2016): Beyond the Holacracy Hype. Harvard Business Review, Harvard.
- Bergmann, F. (2019): New Work, New Culture: Work We Want and a Culture That Strengthens Us. Zero Books, Washington, S. 7–19.
- Carson, J. B./Tesluk, P. E./Marrone, J. A. (2007): Shared leadership in teams: An investigation of antecedent conditions and performance. In: Academy of management Journal, Journal 50 .,Magazine 5, p. 1217–1234.
- Felin, T./Powell, T. C. (2016): Designing organizations for dynamic capabilities. In: California Management Review, Journal 58, Magazine 4, p. 78–96.
- Haapakangas, A. et al. (2018): Self-rated productivity and employee well-being in activity based offices: the role of environmental perceptions and workspace use. Building and Environment, Heft 145, S. 115–124.
- Maitland, A./Thomson, P. (2011): Future work: How businesses can adapt and thrive in the new world of work. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Business Psychology

Course Code: DLBMPS01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Decisions in complex situations do not follow the rules of logic, but are determined by the features of market participants' behavior. In order to better understand this behavior and to make reliable forecasts based on it, economics is recommended to include discoveries in the field of psychology.After an introduction to business psychology and its influencing factors, students are familiarized with the various theories on motivation, cognition and interaction. This course then looks into business psychology at the macro- and microeconomic level. Students learn about the psychological view on the development of countries and societies as well as the psychology of organizations and groups. In addition, the psychology of work in relation to human resources in general and job satisfaction in particular is examined.Students learn about and understand the importance of change in organizations and the principle of the learning organization. The ability to learn faster than the competition is one of the most important competitive factors. Learning organizations promote joint and individual learning and increase employee motivation towards work.

Course Outcomes

On successful completion, students will be able to

- describe central economic assumptions and their influencing factors and critically question them in relation to concrete action and decision making.
- discuss important theories in the field of motivation, cognition and interaction and explain their significance for economic tasks and contexts.
- explain fundamental psychological conditioning factors and explanatory models of macroeconomic processes and phenomena and apply them to central economic issues.
- present the importance of work and essential influencing factors from a psychological perspective and derive operational possibilities for shaping work.
- differentiate essential psychological models and concepts for describing and influencing human behavior in organizations and groups.
- assess the possibilities and limits of the targeted development of organizations on the basis of central psychological theories and models and to develop behavioral recommendations.
- discuss basic psychological concepts of the learning organization and design measures for everyday working life.

Contents

1. Economic Psychology of People
   - 1.1 Economic Psychology
   - 1.2 Human Behavior in the Economy

2. Influencing Factors of Basic Economic Assumptions
   - 2.1 Decision-Making Theories and Decision Anomalies
   - 2.2 Perception and Processing of Information
   - 2.3 Feelings

3. Theories of Business Psychology
   - 3.1 Theories in the Field of Motivation
   - 3.2 Theories in the Field of Cognition
   - 3.3 Theories in the Field of Interaction

4. Psychology of Macroeconomic Processes
   - 4.1 Psychology of Economic Development
   - 4.2 Psychology of Developed Societies
   - 4.3 Psychology of Markets
   - 4.4 Psychology of Money

5. Psychology of Microeconomic Processes I
   - 5.1 Psychology of Work
   - 5.2 Psychology of the Work Force
   - 5.3 Psychology of Work Design
   - 5.4 Psychology of Job Satisfaction
   - 5.5 Psychology of Workload

6. Economic Psychology of Microeconomic Processes II
   - 6.1 Psychology of Organizations
   - 6.2 Organizational Groups
   - 6.3 Organizational Power
   - 6.4 Organizational Conflicts
   - 6.5 Organizational Leadership

7. Psychology of Change
   - 7.1 Areas of Organizational Change
   - 7.2 Phases of organizational Change
   - 7.3 Organizational Development

8. The Learning Organization
   - 81 Systemic Thinking
   - 82 Personal Mastery
   - 83 Mental Models
   - 84 Visions
   - 85 Team Learning

Literature

Compulsory Reading

Further Reading

- Cascio, W. F. & Aguinis, H. (2019): Applied Psychology in Talent Management 8th Edition. SAGE Publication, London PQ.
- Church, A. H., Bracken, D. W., Fleenor, J. W. & Rose, D. S. (2019): Handbook of Strategic 360. Feedback. Oxford University Press, New York.
- Highhouse, S., Doverspike, D. & Guion, R. M. (2016): Essentials of Personnel Assessment and Selection (Essentials of Industrial and Organizational Psychology) (2nd Edition). Routledge, New York.
- Paschen, M & Dihsmaier, E. (2014): The Psychology of Human Leadership: How To Develop Charisma and Authority. Springer, Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBMPS01_E

Business Intelligence

Module Code: DLBCSEBI

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimaldauer: 1 Semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Sebastian Werning (Business Intelligence) / Prof. Dr. Sebastian Werning (Project: Business Intelligence)

Contributing Courses to Module

- Business Intelligence (DLBCSEBI01)
- Project: Business Intelligence (DLBCSEBI02)

Module Exam Type

Module Exam	Split Exam
	Business Intelligence • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Project: Business Intelligence • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Weight of Module

see curriculum

Module Contents

Business Intelligence

- Motivation and Conceptualization
- Data Provision
- Data Warehouse
- Modeling of Multidimensional Data Spaces
- Analysis Systems
- Distribution and Access

Project: Business Intelligence

Possible topics for the BI project include “Management of BI projects”, “Design of multidimensional data models” and “Prototypical implementation of small BI applications”.

Learning Outcomes

Business Intelligence

On successful completion, students will be able to

- explain the motivation, use cases, and basics of Business Intelligence.
- identify and explain techniques and methods for providing and modeling data, as well as types of data relevant to BI, differentiating between them.
- explain techniques and methods for the generation and storage of information and independently select suitable methods on the basis of concrete requirements.

Project: Business Intelligence

On successful completion, students will be able to

- independently design a solution to a practical problem in the field of Business Intelligence in order to then implement a prototype and document the results.
- identify and explain typical problems and challenges in the design and practical implementation of small BI solutions.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology fields

Business Intelligence

Course Code: DLBCSEBI01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Business Intelligence (BI) is used to obtain information from company data that is relevant for targeted corporate management and the optimization of business activities. This course introduces and discusses techniques, procedures, and models for data provision, information generation, and analysis, as well the distribution of the information obtained. You will then be able to explain the various subject areas of data warehousing and independently select methods and techniques to meet specific requirements.

Course Outcomes

On successful completion, students will be able to

- explain the motivation, use cases, and basics of Business Intelligence.
- identify and explain techniques and methods for providing and modeling data, as well as types of data relevant to BI, differentiating between them.
- explain techniques and methods for the generation and storage of information and independently select suitable methods on the basis of concrete requirements.

Contents

1. Motivation and Conceptualization
   - 1.1 Motivation and Historical Development
   - 1.2 BI as a Framework
2. Data Provision
   - 2.1 Operative and Dispositive Systems
   - 2.2 The Data Warehouse Concept
   - 2.3 Architectural Variations
3. Data Warehouse
   - 3.1 ETL Process
   - 3.2 DWH and Data Mart
   - 3.3 ODS and Metadata

4. Modelling of Multidimensional Data Spaces
   - 4.1 Data Modeling
   - 4.2 OLAP Cubes
   - 4.3 Physical Storage
   - 4.4 Star and Snowflake Scheme
   - 4.5 Historicization

5. Analysis Systems
   - 5.1 Free Data Research and OLAP
   - 5.2 Reporting Systems
   - 5.3 Model-Based Analysis Systems
   - 5.4 Concept-Oriented Systems

6. Distribution and Access
   - 6.1 Information Distribution
   - 6.2 Information Access

Literature

Compulsory Reading

Further Reading

- Grossmann, W., & Rinderle-Ma, S. (2015). Fundamentals of business intelligence. Springer.
- Kolb, J. (2013). Business intelligence in plain language: A practical guide to data mining and business analytics. Createspace.
- Sharda, R., Delen, D., & Turban, E. (2014). Business intelligence and analytics: Systems for decision support. Pearson.
- Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
- Vaisman, A., & Zimányi, E. (2016). Data warehouse systems: Design and implementation. Springer.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods		
☐ Learning Sprints®	☐ Review Book	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☐ Guideline	
☑ Shortcast	☐ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☑ Exam Template	☑ Slides	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Project: Business Intelligence

Course Code: DLBCSEBI02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Using well-known methods and techniques from the field of Business Intelligence, students will work independently on a practical question in this course.At the end of the course you will be able to independently design and prototype Business Intelligence applications based on concrete requirements.

Course Outcomes

On successful completion, students will be able to

- independently design a solution to a practical problem in the field of Business Intelligence in order to then implement a prototype and document the results.
- identify and explain typical problems and challenges in the design and practical implementation of small BI solutions.

Contents

- Implementation and documentation of practical questions regarding the use of Business Intelligence applications. Typical scenarios are, for example, “Management of BI projects”, “Design of multidimensional data models” and “Prototypical implementation of small BI applications”.

Literature

Compulsory Reading

Further Reading

- Christoph Meinel, Hasso Plattner, Larry Leifer (2011): Design Thinking: Understand – Improve – Apply; Springer Berlin Heidelberg
- Jeanne Liedtka (2018): Why Design Thinking Works. In: Havard Business Review, Issue: 2018/09, pp.72–79
- Christoph Meinel, Larry J. Leifer (2021): Design Thinking Research: Interrogating the Doing; Springer International Publishing

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods		
☐ Learning Sprints®	☐ Review Book	☐ Sprint
☐ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☐ Shortcast	☐ Live Tutorium/Course Feed	
☐ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Online and Social Media Marketing

Module Code: DLBMSM-01_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Online Marketing) / Prof. Dr. Joesphine Zhou-Brock (Social Media Marketing)

Contributing Courses to Module

- Online Marketing (DLBMSM01-01_E)
- Social Media Marketing (DLBMSM02-01_E)

Module Exam Type

Module Exam	Split Exam
	Online Marketing • Study Format "myStudies": Written Assessment: Written Assignment • Study Format "Distance Learning": Written Assessment: Written Assignment Social Media Marketing • Study Format "Distance Learning": Advanced Workbook

Weight of Module

see curriculum

Module Contents

Online Marketing

- Basics of Online Marketing
- Forms and Channels of Online Marketing
- Online Marketing Strategy
- Online Media Planning
- The Online Presence
- Mobile Marketing and M-Commerce
- Online law
- Online Customer Retention and Service
- Web Analytics

Social Media Marketing

- Basics of Social-Media-Marketing
- Social-Media-Marketing in the overall Marketing Mix
- Social Media Map
- Social Media Strategy Development
- Social Media in Innovation Management
- Operational Social Media Marketing
- Legal framework of Social Media
- Developments in Social-Media-Marketing

Learning Outcomes

Online Marketing

On successful completion, students will be able to

- classify and strategically consider the basics relevant for Online Marketing (online communication process, electronic value creation, ...)
- know the different Online Marketing channels and to evaluate digital advertising measures strategically and operationally on this basis.
- conceive an Online Marketing strategy and make strategic and operational decisions.
- attract and retain customers through Online Marketing measures.
- measure and evaluate Online Marketing programs.
- fundamentally assess the marketing chances of a company in the World Wide Web.
- consider the importance of mobile in the Online Marketing Mix.

Social Media Marketing

On successful completion, students will be able to

- understand social implications and networking communication strategies and to apply them to the field of Social Media Marketing.
- integrate Social Media Marketing into the overall Marketing Mix.
- develop a Social Media strategy and proposals for its operational implementation.
- evaluate the different Social Media channels (Facebook, Instagram...)
- use Social Media for Innovation Management and networks.
- fundamentally assess the marketing opportunities of a company in the Social Media sector and make strategic decisions in this regard.
- evaluate developments in Social Media Marketing from a sociological as well as a business perspective.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Online & Social Media Marketing	All Bachelor Programmes in the Marketing & Communication fields

Online Marketing

Course Code: DLBMSM01-01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course uses interdisciplinary fundamentals that enable students to deal with the topic of Online Marketing in an operative and strategic way. This includes business and economic principles as well as communicative multimedia basics or the consideration of the basic tonality of Online Marketing channels. This holistic view is essential for strategic planning: In addition to considering the positioning of companies in the World Wide Web, the course will also work out how Online Marketing appearances can be optimized. The measurement of success and evaluation of relevant key figures complete the comprehensive basis for the whole module. The Online Marketing course teaches basic technical terms and concepts. These include the online communication process, added value of Online Marketing as well as electronic value creation and business models. Based on this knowledge, the course discusses aspects of product suitability, pricing policy, distribution policy, the various forms of marketing and distribution on the Internet. The course expands the understanding of the strategic and especially operational Online Marketing elements such as the planning and realization of advertising campaigns through various sales channels. In addition, the increasing development of mobile communication is taken into account and Mobile Marketing is considered as part of the Online Marketing Mix. To understand the behavior of online customers the course deals with the specific effects of advertising in regards to Online Marketing. Based on the principles of customer acquisition, the course discusses customer retention and loyalty in Online Marketing, strategies and tactics for increasing customer numbers, online campaigns and the importance of online relationships. Students learn the ropes of legal aspects and the principles of the German Data Protection Ordinance (DSGVO) relevant to Online Marketing to legally substantiate advertising campaigns and customer approaches. This course offers students the opportunity to get to know and implement the various aspects of Online Marketing Management in practice. They learn how to assess Online Media Planning through Web Analytics and targeted monitoring. For this, students learn the relevant Key Performance Indicators (KPIs) of Online Marketing, which are an essential condition for optimizing online strategies.

Course Outcomes

On successful completion, students will be able to

- classify and strategically consider the basics relevant for Online Marketing (online communication process, electronic value creation, ...)
- know the different Online Marketing channels and to evaluate digital advertising measures strategically and operationally on this basis.
- conceive an Online Marketing strategy and make strategic and operational decisions.
- attract and retain customers through Online Marketing measures.
- measure and evaluate Online Marketing programs.
- fundamentally assess the marketing chances of a company in the World Wide Web.
- consider the importance of mobile in the Online Marketing Mix.

Contents

1. Basics of Online Marketing
   - 1.1 Development and concept of Online Marketing
   - 1.2 The online communication process
   - 1.3 Added value of Online Marketing
   - 1.4 The role of Online Marketing in the Marketing Mix
   - 1.5 The electronic added value
   - 1.6 Electronic business concepts and platforms
   - 1.7 Current developments and trends
2. Forms and channels of Online Marketing
   - 2.1 Overview of the forms of Online Marketing
   - 2.2 Affiliate and Search Engine Marketing
   - 2.3 Display advertising and E-mail Marketing
   - 2.4 Social Media and Influencer Marketing
   - 2.5 Content Marketing and Storytelling
   - 2.6 Viral Marketing and Word-of-Mouth
   - 2.7 Native Advertising and Mobile Marketing
   - 2.8 Real Time Bidding and Programmatic Advertising
   - 2.9 Online PR
3. Online Marketing Strategy
   - 3.1 Setting goals and creating a basis
   - 3.2 The Customer Journey
   - 3.3 The adequate channel mix
   - 3.4 Define and analyze KPIs

4. Media planning online
   - 4.1 Principles of successful Media Planning
   - 4.2 Create and structure media budgets in a targeted manner
   - 4.3 Integrated campaigns and Cross-Media Marketing
   - 4.4 Successful media mix through campaign management

5. The Online Presence
   - 5.1 Website and web design
   - 5.2 Corporate Website
   - 5.3 Landing Page
   - 5.4 Blog
   - 5.5 Online Shop
   - 5.6 Online presentation and distribution of products and services - advantages and disadvantages

6. Mobile Marketing and M-Commerce
   - 6.1 Basics and classification of Mobile Marketing
   - 6.2 Responsive design vs. Apps vs. Mobile Web
   - 6.3 App and QR Code Marketing
   - 6.4 Location-based Services
   - 6.5 Mobile Advertising Media
   - 6.6 Mobile Commerce - definition and development
   - 6.7 Mobile Payment
   - 6.8 Success factors of mobile campaigns

7. Online law
   - 7.1 Legal aspects of Online Marketing
   - 7.2 Copyright law and the handling of user-generated content
   - 7.3 The right to your own image
   - 7.4 Basic Data Protection Ordinance (DSGVO)

8. Online Customer Retention and Service
   - 8.1 The AIDA model - extensions for Online Marketing
   - 8.2 Customer acquisition and customer retention in Online Marketing
   - 8.3 Online customer retention in the customer relationship life cycle
   - 8.4 Online customer service
   - 8.5 Excursus: Mass Customization

9. Web Analytics
    - 91 Key figures in Online Marketing
    - 92 Web Monitoring
    - 93 Big Data

Literature

Compulsory Reading

Further Reading

- Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York.
- Charlesworth, A. (2018): Digital Marketing. A Practical Approach. Routledge, New York.
- Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.
- Yakob, F. (2015): Paid Attention: Innovative Advertising for a Digital World. Kogan Page, London.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Social Media Marketing

Course Code: DLBMSM02-01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

How did Social Media become Social Media Marketing? Social Media has developed from a private communication medium to a commercialized advertising tool. A basic understanding of this development, the social implications of Social Media as well as the networked communication strategies on the Internet is the basis for an active examination of Social Media Marketing. Social Media Marketing is considered both strategically and operationally. The strategic perspective includes the aspect of strategic positioning of Social Media in the company as well as the integration into the overall marketing mix. In addition to fundamental aspects of strategy development, students will deal with the instruments of today's Social Media Marketing and the channels to use them specifically for further marketing measures and strategies in a success-oriented manner. For the active operative examination of Social Media Marketing, Social Media channels such as Facebook, Instagram, Pinterest, etc. are examined in detail in order to use them specifically for further marketing measures and strategies. Digital advertising measures that are used in Social Media are an integral part of this course. Their usage will also be considered from a legal perspective. Thus, the Social Media Marketing course teaches basic concepts such as the development of a Social Media strategy, including aspects such as content management, editorial planning or target group analysis. It deals with the usage and monitoring of different Social Media channels in a practice-oriented way and it considers the area of operative Social Media Marketing. Hence, this course provides students with a well-founded holistic view of the field of Social Media Marketing and develops the ability to use Social Media for innovation management.

Course Outcomes

On successful completion, students will be able to

- understand social implications and networking communication strategies and to apply them to the field of Social Media Marketing.
- integrate Social Media Marketing into the overall Marketing Mix.
- develop a Social Media strategy and proposals for its operational implementation.
- evaluate the different Social Media channels (Facebook, Instagram...)
- use Social Media for Innovation Management and networks.
- fundamentally assess the marketing opportunities of a company in the Social Media sector and make strategic decisions in this regard.
- evaluate developments in Social Media Marketing from a sociological as well as a business perspective.

Contents

1. Basics of Social-Media-Marketing
   - 1.1 Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social implications of Social Media
   - 1.3 Functionality, types and fields of application of Social Media Marketing
   - 1.4 Typology and activities of Social Media users

2. Social-Media-Marketing in the Overall Marketing Mix
   - 2.1 Opportunities and risks through Social Media
   - 2.2 The POST method according to Groundswell
   - 2.3 Integration into the Classic Marketing Mix
   - 2.4 Social Media as a service channel
   - 2.5 Goals of Social-Media-Marketing
   - 2.6 Relevant key figures to measure success
   - 2.7 The strategic positioning of Social Media in the company

3. Social Media Map
   - 3.1 Overview of the Social Media Map
   - 3.2 Profiles of the most relevant Social Media Channels
   - 3.3 Target Groups/User Groups

4. Social Media Strategy Development
   - 4.1 What is a Strategy? Definitions
   - 4.2 Goals of a Strategy
   - 4.3 Stages of Social Media Strategy development
   - 4.4 Online Reputation Management and Crisis Management
   - 4.5 Social Media Governance

5. Social Media in Innovation Management
   - 5.1 The Importance and Use of the Crowd
   - 5.2 Innovation through Interactive Value Creation, Branded Communities, Lead Users and Social Media Intelligence
   - 5.3 Social Media as a Market Research Tool

6. Operational Social Media Marketing
   - 6.1 Content Marketing and Native Advertising
   - 6.2 Viral Marketing and Word of Mouth
   - 6.3 Influencer Marketing
   - 6.4 Social Media in B2B Marketing
   - 6.5 Community Management und Social Media Monitoring
   - 6.6 Social Media Relations
   - 6.7 Social Media Recruiting
   - 6.8 Social Advertising

7. Legal Framework of Social Media
   - 7.1 Legal Framework of Social Media
   - 7.2 Basic Data Protection Ordinance (DSGVO)
   - 7.3 User-generated Content
   - 7.4 The Facebook Pixel

8. Developments in Social-Media-Marketing
   - 8.1 Social Media in the Digital Change - New Forms of Consumption
   - 8.2 Social Products and Brands
   - 8.3 Social Commerce and Social Selling
   - 8.4 Messengers and Bots
   - 8.5 The terms "Postfactual" and "Postdigital"
   - 8.6 Open Leadership - Dealing with loss of control

Literature

Compulsory Reading

Further Reading

- Barker, M. et al. (2016): Social Media Marketing. A strategic approach. 2nd edition, Cengage Learning, Boston.
- Butow, E. et al. (2020): Ultimate Guide to Social Media Marketing. Entrepreneur Press, Irvine.
- Hollensen, S. et al. (2020): Social Media Marketing. A Practioner Guide. 4th edition, Opresnik Management Consulting, Lübeck.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.
- The Art of Service (2020): Paid Social Media Strategies. A Complete Guide – 2021 Edition. N. p.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Advanced Workbook

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Applied Sales

Module Code: DLBDSEAS

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Patrick Geus (Applied Sales I) / Prof. Dr. Patrick Geus (Applied Sales II)

Contributing Courses to Module

- Applied Sales I (DLBDSEAS01)
- Applied Sales II (DLBDSEAS02)

Module Exam Type

Module Exam	Split Exam
	Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Applied Sales I

- Fundamentals of Applied Sales
- The Distribution System
- Personal Sales
- Sales Plans
- New Customer Acquisition
- A Sales Visit
- Conversational Tactics
- Conducting Negotiations
- Other Sales Channels

Applied Sales II

- Marketing and Sales
- Customer Satisfaction as a Success Factor
- Personalities in Sales
- Customer-Oriented Communication
- Presentation and Rhetoric
- Customer Loyalty
- Networking
- Case Study

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

- understand the fundamentals of applied sales and place them in the context of the company.
- understand the interaction of the individual facets of applied sales.
- differentiate between and evaluate individual sales systems.
- describe current sales types and sales characteristics.
- oversee and classify the entire sales process from customer acquisition to customer retention.
- understand the basics of sales and negotiation management and apply them.
- name the usual sales instruments, recognize their advantages and disadvantages, and reflect on essential fields of application and possibilities.

Applied Sales II

On successful completion, students will be able to

- understand the interaction and the respective areas of responsibility of marketing and sales.
- reflect on and classify the goals and measures within the framework of the applied sales system.
- assess the relevance of customer satisfaction and retention. In addition, the students will be familiar with the central design elements of CRM.
- reflect on and assess alternative approaches to customer loyalty and relationship management and apply them in business practice.
- understand the meaning of the terms customer life cycle and customer value, and develop approaches to manage them in the sense of the respective sales targets.
- use descriptive presentation techniques in order to convince customers and other sales partners.
- understand the relevance of networking and develop strategies to broaden the contact base.
- develop and evaluate their own market analyses and sales concepts on the basis of practical experience within the framework of the case study.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programmes in the Marketing & Communication fields

Applied Sales I

Course Code: DLBDSEAS01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The demands on sales thinking are growing every day. Globalized demand combined with high competition is making it increasingly difficult for companies to compete for customers. At the same time, customers are becoming better informed, while traditional supply markets are saturated and at overcapacity. In order to be successful in such an environment, sales thinking and action are required along with a new type of salesperson. Within the course Applied Sales I (Introduction), the participants are familiarized with the basic concepts of applied sales. You will learn about sales organization, dealing with alternative sales channels, and get to know the dedicated sales planning process. The contents of the module are complemented by the successful acquisition of new customers, whereby particular attention is paid to the organization and implementation of customer visits and the conduct of discussions and negotiations.

Course Outcomes

On successful completion, students will be able to

- understand the fundamentals of applied sales and place them in the context of the company.
- understand the interaction of the individual facets of applied sales.
- differentiate between and evaluate individual sales systems.
- describe current sales types and sales characteristics.
- oversee and classify the entire sales process from customer acquisition to customer retention.
- understand the basics of sales and negotiation management and apply them.
- name the usual sales instruments, recognize their advantages and disadvantages, and reflect on essential fields of application and possibilities.

Contents

1. Fundamentals of Applied Sales and Distribution
   - 1.1 Tasks and Forms of Applied Distribution
   - 1.2 Marketing as the Basis of Sales
   - 1.3 Distribution, Sales, and Other Terms
   - 1.4 Sales in Different Economic Sectors

2. The Distribution System
- 2.1 Forms of Sales
- 2.2 Sales Organisation
- 2.3 Key Account Management
- 2.4 Multi-Channel Distribution

3. Personal Sales
- 3.1 The "New Sellers"
- 3.2 Requirements for Sales Personalities
- 3.3 The Key Account Manager
- 3.4 Task of Sales Managers

4. Sales Plan
- 4.1 Tasks and Objectives of Sales Management
- 4.2 Observation of Competition in the Context of Sales Management
- 4.3 Potential Analyses and Sales Planning
- 4.4 Sales Control and Visit Strategies

5. New Customer Acquisition
- 5.1 Identification of New Customer Potential
- 5.2 Customer Relationship Management and Customer Acquisition
- 5.3 Trade Fairs and Events
- 5.4 Networking

6. The Sales Visit
- 6.1 Frequency and Preparation of Visits
- 6.2 Conduct of a Visit
- 6.3 Visit Reports and Follow-Up
- 6.4 Aftercare and Follow-Up

7. Conversational Tactics
- 7.1 Structured Conversation Preparation
- 7.2 Goal-Oriented Conversation: The D.A.L.A.S Model
- 7.3 Questioning Techniques

8. Conducting Negotiations
    - 8.1 Psychology of Negotiation
    - 8.2 Negotiation Structure
    - 8.3 Objection Handling
    - 8.4 Price Negotiations

9. Other Sales Channels
    - 9.1 Telemarketing
    - 9.2 Catalogue and Brochure Sales
    - 9.3 Internet and E-Commerce

Literature

Compulsory Reading

Further Reading

- Bloomfield, J. (2020). NeuroSelling: Mastering the customer conversation using the surprising science of decision making. Axon Publishing.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). Selling and sales management (10th ed.). Pearson.
- Peppers, D., & Rogers, M. (2016). Managing customer experience and relationships: A strategic framework (3rd ed.). Wiley.
- Pink, D. H. (2012). To sell is human: The surprising truth about moving others. Riverhead Books.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Applied Sales II

Course Code: DLBDSEAS02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The course Applied Sales II builds on the basics taught in the course "Applied Sales I" and broadens and deepens them. First, the tension between marketing and sales is examined in more detail. Based on this, essential backgrounds and central target figures for successful sales management (e.g., customer satisfaction and loyalty as well as the customer life cycle) are derived and operationalized in order to create the basis for efficient and effective customer relationship management. As the process progresses, attention will also be paid to mental processes and consumer behavior in general. In addition, strategies and paths to successful negotiation are deepened and supplemented by convincing communication techniques. The course concludes with a case study in the course of which the students have the opportunity to apply what they have learned in a practice-oriented manner.

Course Outcomes

On successful completion, students will be able to

- understand the interaction and the respective areas of responsibility of marketing and sales.
- reflect on and classify the goals and measures within the framework of the applied sales system.
- assess the relevance of customer satisfaction and retention. In addition, the students will be familiar with the central design elements of CRM.
- reflect on and assess alternative approaches to customer loyalty and relationship management and apply them in business practice.
- understand the meaning of the terms customer life cycle and customer value, and develop approaches to manage them in the sense of the respective sales targets.
- use descriptive presentation techniques in order to convince customers and other sales partners.
- understand the relevance of networking and develop strategies to broaden the contact base.
- develop and evaluate their own market analyses and sales concepts on the basis of practical experience within the framework of the case study.

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing
   - 1.4 (International) Marketing and Sales Integration

2. Customer Satisfaction as a Success Factor
   - 2.1 Customer Relationship Management (CRM)
   - 2.2 Customer Orientation Success Chain
   - 2.3 Customer Relationship Strategies

3. Customer Retention
   - 3.1 Customer Retention Management
   - 3.2 Customer Retention Tools
   - 3.3 Complaints Management

4. Customer-Oriented Communications
   - 4.1 Communication and Sales Promotion by Sales Staff
   - 4.2 Sales Promotion by Sales Team
   - 4.3 Sales Promotion by the Company

5. Personalities in Sales
   - 5.1 Sales Personalities
   - 5.2 Selling in Teams
   - 5.3 Negotiating with Committees

6. Presentation and Rhetoric
   - 6.1 Rhetoric in Sales
   - 6.2 Presentation Techniques
   - 6.3 Nonverbal Communication

7. Networking
   - 7.1 Organizational Networks and Networking
   - 7.2 Building and Shaping Relationships
   - 7.3 Networking via Social Media

8. Case Study—Multi-Vendor Customer Loyalty Programs
   - 81 German Consumer Goods Market & Drugstore Industry Situation
   - 82 PAYBACK—A German Synonym for Loyalty Cards

Literature

Compulsory Reading

Further Reading

- Jobber, D./Lancaster, G./Le Meunier-Fitzhugh, K. (2019): Selling and Sales Management, 11th Ed.; Pearson
- Johnston, M.W./Marshall (2021): Sales Force Management: Leadership, Innovation, Technology; Routledge
- Jordan, J./Vazzana, M. (2011): Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance; 13th Ed.; McGraw Hill
- Kumar, V./Reinartz, W. (2018): Customer Relationship Management: Concept, Strategy, and Tools; 3rd Ed.; Springer Texts in Business and Economics
- Marcos, J./Davies, M. (2019): Implementing Key Account Management: Designing Customer-Centric Processes for Mutual Growth; KoganPage
- Peppers, D./Rogers, M. (2011): Managing Customer Relationships : A Strategic Framework; 2nd Ed.; Wiley

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBDSEAS02

6. Semester

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Michaela Moser (Introduction to New Work) / Prof. Dr. Julia Pitters (Business Psychology)

Contributing Courses to Module

- Introduction to New Work (DLBNWENW01_E)
- Business Psychology (DLBMPS01_E)

Module Exam Type

Module Exam	Split Exam
	Introduction to New Work • Study Format "Distance Learning": Exam (50) Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to New Work

- Working world of the future
- Concept development
- New Work as an interdisciplinary approach
- Megatrends
- Effects of agile organization forms
- Leadership and cooperation in New Work
- Empowerment
- Competence development
- General conditions

Business Psychology

- General Theories of Business Psychology
- Psychology of Microeconomic Processes
- Psychology of Macroeconomic Processes
- Psychology of Change
- The Learning Organization

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

- identify and understand the challenges of technological and societal change.
- transfer the emerging challenges to human resources management and the leadership culture in companies.
- understand the concepts of agile and fluid organizations and the resulting consequences.
- identify solutions for complex environmental factors on leadership and human resources management.

Business Psychology

On successful completion, students will be able to

- describe central economic assumptions and their influencing factors and critically question them in relation to concrete action and decision making.
- discuss important theories in the field of motivation, cognition and interaction and explain their significance for economic tasks and contexts.
- explain fundamental psychological conditioning factors and explanatory models of macroeconomic processes and phenomena and apply them to central economic issues.
- present the importance of work and essential influencing factors from a psychological perspective and derive operational possibilities for shaping work.
- differentiate essential psychological models and concepts for describing and influencing human behavior in organizations and groups.
- assess the possibilities and limits of the targeted development of organizations on the basis of central psychological theories and models and to develop behavioral recommendations.
- discuss basic psychological concepts of the learning organization and design measures for everyday working life.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Human Resources and Psychology	All Bachelor Programmes in the Human Resources and Social Sciences fields

Introduction to New Work

Course Code: DLBNWENW01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

More and more companies leave their bureaucratic systems and hierarchical structures behind and adopt an agile style of work. Knowledge is both increasing and outdated at an increasing rate. Autonomy and creativity become of greater importance in more and more companies. Increasingly, processes and departments are set up according to agile principles. Work experiences an increasing dissolution of boundaries with both positive and negative effects. The question of how structures and corporate culture adapt better and faster to shorter innovation cycles and environmental changes affects all companies and their human resources management. It is more important than ever for knowledge and qualifications to be state of the art; consequently continuous learning needs to take a more prominent role in the work place. In the context of social and demographic change, work and organizations are moving further and further away from Taylorism and towards integral, evolutionary organizations whose work is characterized by self-management, a holistic view and meaningful tasks. This is accompanied by a change in orientation, away from bureaucracy towards democratic structures and empowerment. This course provides an introduction to the complex and contemporary theme of the new working world and work structure. Starting with a classification of the topic, we will define social megatrends as essential factors influencing human resource management and organization. Building on this, we will discuss the dipole of rigid and agile organizational structures and the resulting effects on leadership, personnel management and employees. Further, we will look at the concepts of cooperation and leadership during the implementation of new work structures and methods as well as necessary competencies. Competence development addresses how learning, attitudes and abilities are set to interact to provide companies with agile processes. Finally, we will critically reflect upon the new work concept, looking at advantages and disadvantages for those involved, predominantly in the context of legal and social conditions.

Course Outcomes

On successful completion, students will be able to

- identify and understand the challenges of technological and societal change.
- transfer the emerging challenges to human resources management and the leadership culture in companies.
- understand the concepts of agile and fluid organizations and the resulting consequences.
- identify solutions for complex environmental factors on leadership and human resources management.

Contents

1. What is New Work?
   - 1.1 The World of Work of the Future
   - 1.2 Concept Development
   - 1.3 New Work as an Interdisciplinary Approach

2. Megatrends
   - 2.1 Globalization
   - 2.2 Digitalization and Connectivity
   - 2.3 Individualization and Changing Values
   - 2.4 Demographic Change and Diversity

3. Organization of New Work
   - 3.1 Fixed Organization Forms
   - 3.2 Agile Organization Forms
   - 3.3 Effects of Agile Organization Forms

4. Leadership and Cooperation in New Work
   - 4.1 Empowerment
   - 4.2 Leadership
   - 4.3 New Forms of Agile Cooperation
   - 4.4 New Frameworks, Methods and Tools for Cooperation

5. Competence Development
   - 5.1 Competencies
   - 5.2 Settings and Mindset
   - 5.3 Continuous Learning

6. General Conditions and Criticism
   - 6.1 General Conditions
   - 6.2 Critical Classification of New Work

Literature
Compulsory Reading
Further Reading ' Bernstein, E. et al. (2016): Beyond the Holacracy Hype. Harvard Business Review, Harvard. ' Bergmann, F. (2019): New Work, New Culture: Work We Want and a Culture That Strengthens Us. Zero Books, Washington, S. 7–19. ' Carson, J. B./Tesluk, P. E./Marrone, J. A. (2007): Shared leadership in teams: An investigation of antecedent conditions and performance. In: Academy of management Journal, Journal 50 .,Magazine 5, p. 1217–1234. ' Felin, T./Powell, T. C. (2016): Designing organizations for dynamic capabilities. In: California Management Review, Journal 58, Magazine 4, p. 78–96. ' Haapakangas, A. et al. (2018): Self-rated productivity and employee well-being in activity based offices: the role of environmental perceptions and workspace use. Building and Environment, Heft 145, S. 115–124. ' Maitland, A./Thomson, P. (2011): Future work: How businesses can adapt and thrive in the new world of work. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Business Psychology

Course Code: DLBMPS01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Decisions in complex situations do not follow the rules of logic, but are determined by the features of market participants' behavior. In order to better understand this behavior and to make reliable forecasts based on it, economics is recommended to include discoveries in the field of psychology.After an introduction to business psychology and its influencing factors, students are familiarized with the various theories on motivation, cognition and interaction. This course then looks into business psychology at the macro- and microeconomic level. Students learn about the psychological view on the development of countries and societies as well as the psychology of organizations and groups. In addition, the psychology of work in relation to human resources in general and job satisfaction in particular is examined.Students learn about and understand the importance of change in organizations and the principle of the learning organization. The ability to learn faster than the competition is one of the most important competitive factors. Learning organizations promote joint and individual learning and increase employee motivation towards work.

Course Outcomes

On successful completion, students will be able to

- describe central economic assumptions and their influencing factors and critically question them in relation to concrete action and decision making.
- discuss important theories in the field of motivation, cognition and interaction and explain their significance for economic tasks and contexts.
- explain fundamental psychological conditioning factors and explanatory models of macroeconomic processes and phenomena and apply them to central economic issues.
- present the importance of work and essential influencing factors from a psychological perspective and derive operational possibilities for shaping work.
- differentiate essential psychological models and concepts for describing and influencing human behavior in organizations and groups.
- assess the possibilities and limits of the targeted development of organizations on the basis of central psychological theories and models and to develop behavioral recommendations.
- discuss basic psychological concepts of the learning organization and design measures for everyday working life.

Contents

1. Economic Psychology of People
   1.1 Economic Psychology
   1.2 Human Behavior in the Economy

2. Influencing Factors of Basic Economic Assumptions
   2.1 Decision-Making Theories and Decision Anomalies
   2.2 Perception and Processing of Information
   2.3 Feelings

3. Theories of Business Psychology
   3.1 Theories in the Field of Motivation
   3.2 Theories in the Field of Cognition
   3.3 Theories in the Field of Interaction

4. Psychology of Macroeconomic Processes
   4.1 Psychology of Economic Development
   4.2 Psychology of Developed Societies
   4.3 Psychology of Markets
   4.4 Psychology of Money

5. Psychology of Microeconomic Processes I
   5.1 Psychology of Work
   5.2 Psychology of the Work Force
   5.3 Psychology of Work Design
   5.4 Psychology of Job Satisfaction
   5.5 Psychology of Workload

6. Economic Psychology of Microeconomic Processes II
   6.1 Psychology of Organizations
   6.2 Organizational Groups
   6.3 Organizational Power
   6.4 Organizational Conflicts
   6.5 Organizational Leadership

7. Psychology of Change
   7.1 Areas of Organizational Change
   7.2 Phases of organizational Change
   7.3 Organizational Development

8. The Learning Organization
   - 81 Systemic Thinking
   - 82 Personal Mastery
   - 83 Mental Models
   - 84 Visions
   - 85 Team Learning

Literature

Compulsory Reading

Further Reading

- Cascio, W. F. & Aguinis, H. (2019): Applied Psychology in Talent Management 8th Edition. SAGE Publication, London PQ.
- Church, A. H., Bracken, D. W., Fleenor, J. W. & Rose, D. S. (2019): Handbook of Strategic 360. Feedback. Oxford University Press, New York.
- Highhouse, S., Doverspike, D. & Guion, R. M. (2016): Essentials of Personnel Assessment and Selection (Essentials of Industrial and Organizational Psychology) (2nd Edition). Routledge, New York.
- Paschen, M & Dihsmaier, E. (2014): The Psychology of Human Leadership: How To Develop Charisma and Authority. Springer, Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

DLBMPS01_E

Salesforce Platform Management

Module Code: DLSFPM

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Bolz (Salesforce Fundamentals) / Prof. Dr. Thomas Bolz (CRM with Salesforce Service Cloud)

Contributing Courses to Module

- Salesforce Fundamentals (DLSFPM01)
- CRM with Salesforce Service Cloud (DLSFPM02)

Module Exam Type

Module Exam	Split Exam
	Salesforce Fundamentals • Study Format "Distance Learning": Written Assessment: Project Report CRM with Salesforce Service Cloud • Study Format "Distance Learning": Oral Project Report

Weight of Module

see curriculum

Module Contents

Salesforce Fundamentals

Using the learning platform trailhead students will learn the fundamentals of Salesforce. At the end of the course students will be able to administer the Salesforce platform. This module prepares them for the Salesforce administrator certification.

CRM with Salesforce Service Cloud

Using the learning platform trailhead students will learn how to manage customer relationships with Salesforce platform. At the end of the course they will be able to manage the Salesforce service cloud. This module prepares students for the Salesforce service cloud certification.

Learning Outcomes

Salesforce Fundamentals

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

CRM with Salesforce Service Cloud

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programmes in the Marketing fields

Salesforce Fundamentals

Course Code: DLSFPM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Salesforce is the most used software solution for customer relationship management worldwide. Using the learning platform trailhead students will learn independently the fundamentals of Salesforce. The course introduces Salesforce and explains how to administrate it. Additionally, it presents essentials of the Salesforce platform.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

Contents

- The content on the learning platform focuses on the features and the functionality used to maintain a Salesforce implementation. It provides general knowledge of the features available to end users and the configuration options available to a Salesforce administrator. Furthermore, the content enables to maintain a Salesforce organization, respond to common business requirements, and perform administrative functions using current Salesforce features.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods
Project Work

CRM with Salesforce Service Cloud

Course Code: DLSFPM02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course facilitates key aspects of setting up customer service with Salesforce service cloud on the learning platform trailhead. The course describes how to implement Salesforce service cloud and manage it. It enables to make better business decisions based on customer service data and to create a service metrics strategy. The course shows how to create processes to help support teams become more efficient and manage large data volumes within Salesforce and prepares students for the Salesforce service cloud certification.

Course Outcomes

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Contents

- The content on the learning platform focuses on designing and deploying solutions that support customer business processes and requirements using Salesforce applications. The content enables to design solutions using the Service Cloud functionality and to lead the implementation of these solutions within a customer organization.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Oral Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods
Project Work

Business Intelligence

Module Code: DLBCSEBI

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimaldauer: 1 Semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Sebastian Werning (Business Intelligence) / Prof. Dr. Sebastian Werning (Project: Business Intelligence)

Contributing Courses to Module

- Business Intelligence (DLBCSEBI01)
- Project: Business Intelligence (DLBCSEBI02)

Module Exam Type

Module Exam	Split Exam
	Business Intelligence • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Project: Business Intelligence • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Weight of Module

see curriculum

Module Contents

Business Intelligence

- Motivation and Conceptualization
- Data Provision
- Data Warehouse
- Modeling of Multidimensional Data Spaces
- Analysis Systems
- Distribution and Access

Project: Business Intelligence

Possible topics for the BI project include “Management of BI projects”, “Design of multidimensional data models” and “Prototypical implementation of small BI applications”.

Learning Outcomes

Business Intelligence

On successful completion, students will be able to

- explain the motivation, use cases, and basics of Business Intelligence.
- identify and explain techniques and methods for providing and modeling data, as well as types of data relevant to BI, differentiating between them.
- explain techniques and methods for the generation and storage of information and independently select suitable methods on the basis of concrete requirements.

Project: Business Intelligence

On successful completion, students will be able to

- independently design a solution to a practical problem in the field of Business Intelligence in order to then implement a prototype and document the results.
- identify and explain typical problems and challenges in the design and practical implementation of small BI solutions.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology fields

Business Intelligence

Course Code: DLBCSEBI01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Business Intelligence (BI) is used to obtain information from company data that is relevant for targeted corporate management and the optimization of business activities. This course introduces and discusses techniques, procedures, and models for data provision, information generation, and analysis, as well the distribution of the information obtained. You will then be able to explain the various subject areas of data warehousing and independently select methods and techniques to meet specific requirements.

Course Outcomes

On successful completion, students will be able to

- explain the motivation, use cases, and basics of Business Intelligence.
- identify and explain techniques and methods for providing and modeling data, as well as types of data relevant to BI, differentiating between them.
- explain techniques and methods for the generation and storage of information and independently select suitable methods on the basis of concrete requirements.

Contents

1. Motivation and Conceptualization
   - 1.1 Motivation and Historical Development
   - 1.2 BI as a Framework
2. Data Provision
   - 2.1 Operative and Dispositive Systems
   - 2.2 The Data Warehouse Concept
   - 2.3 Architectural Variations
3. Data Warehouse
   - 3.1 ETL Process
   - 3.2 DWH and Data Mart
   - 3.3 ODS and Metadata

4. Modelling of Multidimensional Data Spaces
   - 4.1 Data Modeling
   - 4.2 OLAP Cubes
   - 4.3 Physical Storage
   - 4.4 Star and Snowflake Scheme
   - 4.5 Historicization

5. Analysis Systems
   - 5.1 Free Data Research and OLAP
   - 5.2 Reporting Systems
   - 5.3 Model-Based Analysis Systems
   - 5.4 Concept-Oriented Systems

6. Distribution and Access
   - 6.1 Information Distribution
   - 6.2 Information Access

Literature

Compulsory Reading

Further Reading

- Grossmann, W., & Rinderle-Ma, S. (2015). Fundamentals of business intelligence. Springer.
- Kolb, J. (2013). Business intelligence in plain language: A practical guide to data mining and business analytics. Createspace.
- Sharda, R., Delen, D., & Turban, E. (2014). Business intelligence and analytics: Systems for decision support. Pearson.
- Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
- Vaisman, A., & Zimányi, E. (2016). Data warehouse systems: Design and implementation. Springer.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods		
☐ Learning Sprints®	☐ Review Book	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☐ Guideline	
☑ Shortcast	☐ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☑ Exam Template	☑ Slides	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Project: Business Intelligence

Course Code: DLBCSEBI02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Using well-known methods and techniques from the field of Business Intelligence, students will work independently on a practical question in this course.At the end of the course you will be able to independently design and prototype Business Intelligence applications based on concrete requirements.

Course Outcomes

On successful completion, students will be able to

- independently design a solution to a practical problem in the field of Business Intelligence in order to then implement a prototype and document the results.
- identify and explain typical problems and challenges in the design and practical implementation of small BI solutions.

Contents

- Implementation and documentation of practical questions regarding the use of Business Intelligence applications. Typical scenarios are, for example, “Management of BI projects”, “Design of multidimensional data models” and “Prototypical implementation of small BI applications”.

Literature

Compulsory Reading

Further Reading

- Christoph Meinel, Hasso Plattner, Larry Leifer (2011): Design Thinking: Understand – Improve – Apply; Springer Berlin Heidelberg
- Jeanne Liedtka (2018): Why Design Thinking Works. In: Havard Business Review, Issue: 2018/09, pp.72–79
- Christoph Meinel, Larry J. Leifer (2021): Design Thinking Research: Interrogating the Doing; Springer International Publishing

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods		
☐ Learning Sprints®	☐ Review Book	☐ Sprint
☐ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☐ Shortcast	☐ Live Tutorium/Course Feed	
☐ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Salesforce Platform Development

Module Code: DLSFPD

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Bolz (Salesforce Platform App Builder) / Prof. Dr. Maik Günther (Salesforce Platform Developer)

Contributing Courses to Module

- Salesforce Platform App Builder (DLSFPD01)
- Salesforce Platform Developer (DLSFPD02)

Module Exam Type

Module Exam	Split Exam
	Salesforce Platform App Builder • Study Format "Distance Learning": Written Assessment: Project Report Salesforce Platform Developer • Study Format "Distance Learning": Oral Project Report

Weight of Module

see curriculum

Module Contents

Salesforce Platform App Builder

Using the learning platform Trailhead students will learn the fundamentals of Salesforce. At the end of the course, the students will be able to design, build and deploy custom applications. This course prepares them for the Salesforce Platform App Builder Certification.

Salesforce Platform Developer

Using the learning platform Trailhead students will learn how to develop own applications, built from various parts of the Salesforce platform. At the end of the course they will be able to use Apex, Visualforce and basic Lightning components. This course prepares the students for the Salesforce Platform Developer I Certification.

Learning Outcomes

Salesforce Platform App Builder

On successful completion, students will be able to

- define what Salesforce and customer relationship management is,
- design the data model, user interface, and business logic for custom applications,
- customize applications for mobile use,
- design reports and dashboards,
- manage application security and deploy custom applications.

Salesforce Platform Developer

On successful completion, students will be able to

- develop own applications using Apex and basic Lightning components,
- write SOSL, SOQL and DML statements,
- use Visualforce to build custom user interfaces for mobile and web apps,
- build reusable, performant components that follow modern web standards,
- use the built-in testing framework to test Apex and Visualforce.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Marketing & Sales	All Bachelor Programs in the Marketing & Communication field

Salesforce Platform App Builder

Course Code: DLSFPD01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Salesforce is the most used software solution for customer relationship management worldwide. This solution can be customized and personalized for the needs of customers, partners and employees. Using the learning platform Trailhead, students will learn independently the fundamentals of Salesforce and the development of customized application. This course prepares students for the Salesforce Platform App Builder Certification.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is,
- design the data model, user interface, and business logic for custom applications,
- customize applications for mobile use,
- design reports and dashboards,
- manage application security and deploy custom applications.

Contents

- The content on the learning platform focuses on the features and functionality to design, build and deploy custom applications. The content also provides knowledge to define business logic and process automation declaratively. Furthermore, the design and management of the correct data models and the customization of applications for individual needs is included in this course. Thus, the content of this course enables to automate repetitive tasks and to optimize processes in customer organizations.

Literature
Compulsory Reading
Further Reading ' Gupta, R. (2019): Salesforce Platform App Builder Certification. A Practical Study Guide. 1st ed., Apress. ' Weinmeister, P. (2019): Practical Salesforce Development Without Code. Building Declarative Solutions on the Salesforce Platform. 2nd ed., Apress, Berkeley. ' Shaalan, S. (2020): Salesforce for Beginners. A step-by-step guide to creating, managing, and automating sales and marketing processes. Packt Publishing, Birmingham. ' Benioff, M./Langley, M. (2019): Trailblazer. The Power of Business as the Greatest Platform for Change. 1st ed.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Salesforce Platform Developer

Course Code: DLSFPD02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The Salesforce platform not only forms the foundation of core Salesforce products like Sales Cloud and Service Cloud, but it is also possible to build own functionalities and own applications. Using the learning platform Trailhead, students will learn how to use the programmatic pillars of the Salesforce platform: Lightning components, Apex and Visualforce. This course prepares students for the Salesforce Platform Developer I Certification.

Course Outcomes

On successful completion, students will be able to

- develop own applications using Apex and basic Lightning components,
- write SOSL, SOQL and DML statements,
- use Visualforce to build custom user interfaces for mobile and web apps,
- build reusable, performant components that follow modern web standards,
- use the built-in testing framework to test Apex and Visualforce.

Contents

- The content on the learning platform focuses on the development of own functionality and own applications, built from various parts of the Salesforce platform. The content enables to use the programmatic elements Lightning components, Apex and Visualforce. Furthermore, knowledge is provided for data modeling, process automation, user interface design, testing and deployment. Thus, the content of this course enables to extend Salesforce by individual applications to cover the needs in customer organizations.

Literature

Compulsory Reading

Further Reading

- Salesforce (2020): Developer Documentation. (URL: https://developer.salesforce.com/docs/ [accessed: 12.12.2020])

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Oral Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

DLSFPD02

Online and Social Media Marketing

Module Code: DLBMSM-01_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Online Marketing) / Prof. Dr. Joesphine Zhou-Brock (Social Media Marketing)

Contributing Courses to Module

- Online Marketing (DLBMSM01-01_E)
- Social Media Marketing (DLBMSM02-01_E)

Module Exam Type

Module Exam	Split Exam
	Online Marketing • Study Format "myStudies": Written Assessment: Written Assignment • Study Format "Distance Learning": Written Assessment: Written Assignment Social Media Marketing • Study Format "Distance Learning": Advanced Workbook

Weight of Module

see curriculum

Module Contents

Online Marketing

- Basics of Online Marketing
- Forms and Channels of Online Marketing
- Online Marketing Strategy
- Online Media Planning
- The Online Presence
- Mobile Marketing and M-Commerce
- Online law
- Online Customer Retention and Service
- Web Analytics

Social Media Marketing

- Basics of Social-Media-Marketing
- Social-Media-Marketing in the overall Marketing Mix
- Social Media Map
- Social Media Strategy Development
- Social Media in Innovation Management
- Operational Social Media Marketing
- Legal framework of Social Media
- Developments in Social-Media-Marketing

Learning Outcomes

Online Marketing

On successful completion, students will be able to

- classify and strategically consider the basics relevant for Online Marketing (online communication process, electronic value creation, ...)
- know the different Online Marketing channels and to evaluate digital advertising measures strategically and operationally on this basis.
- conceive an Online Marketing strategy and make strategic and operational decisions.
- attract and retain customers through Online Marketing measures.
- measure and evaluate Online Marketing programs.
- fundamentally assess the marketing chances of a company in the World Wide Web.
- consider the importance of mobile in the Online Marketing Mix.

Social Media Marketing

On successful completion, students will be able to

- understand social implications and networking communication strategies and to apply them to the field of Social Media Marketing.
- integrate Social Media Marketing into the overall Marketing Mix.
- develop a Social Media strategy and proposals for its operational implementation.
- evaluate the different Social Media channels (Facebook, Instagram...)
- use Social Media for Innovation Management and networks.
- fundamentally assess the marketing opportunities of a company in the Social Media sector and make strategic decisions in this regard.
- evaluate developments in Social Media Marketing from a sociological as well as a business perspective.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Online & Social Media Marketing	All Bachelor Programmes in the Marketing & Communication fields

Online Marketing

Course Code: DLBMSM01-01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course uses interdisciplinary fundamentals that enable students to deal with the topic of Online Marketing in an operative and strategic way. This includes business and economic principles as well as communicative multimedia basics or the consideration of the basic tonality of Online Marketing channels. This holistic view is essential for strategic planning: In addition to considering the positioning of companies in the World Wide Web, the course will also work out how Online Marketing appearances can be optimized. The measurement of success and evaluation of relevant key figures complete the comprehensive basis for the whole module. The Online Marketing course teaches basic technical terms and concepts. These include the online communication process, added value of Online Marketing as well as electronic value creation and business models. Based on this knowledge, the course discusses aspects of product suitability, pricing policy, distribution policy, the various forms of marketing and distribution on the Internet. The course expands the understanding of the strategic and especially operational Online Marketing elements such as the planning and realization of advertising campaigns through various sales channels. In addition, the increasing development of mobile communication is taken into account and Mobile Marketing is considered as part of the Online Marketing Mix. To understand the behavior of online customers the course deals with the specific effects of advertising in regards to Online Marketing. Based on the principles of customer acquisition, the course discusses customer retention and loyalty in Online Marketing, strategies and tactics for increasing customer numbers, online campaigns and the importance of online relationships. Students learn the ropes of legal aspects and the principles of the German Data Protection Ordinance (DSGVO) relevant to Online Marketing to legally substantiate advertising campaigns and customer approaches. This course offers students the opportunity to get to know and implement the various aspects of Online Marketing Management in practice. They learn how to assess Online Media Planning through Web Analytics and targeted monitoring. For this, students learn the relevant Key Performance Indicators (KPIs) of Online Marketing, which are an essential condition for optimizing online strategies.

Course Outcomes

On successful completion, students will be able to

- classify and strategically consider the basics relevant for Online Marketing (online communication process, electronic value creation, ...)
- know the different Online Marketing channels and to evaluate digital advertising measures strategically and operationally on this basis.
- conceive an Online Marketing strategy and make strategic and operational decisions.
- attract and retain customers through Online Marketing measures.
- measure and evaluate Online Marketing programs.
- fundamentally assess the marketing chances of a company in the World Wide Web.
- consider the importance of mobile in the Online Marketing Mix.

Contents

1. Basics of Online Marketing
   - 1.1 Development and concept of Online Marketing
   - 1.2 The online communication process
   - 1.3 Added value of Online Marketing
   - 1.4 The role of Online Marketing in the Marketing Mix
   - 1.5 The electronic added value
   - 1.6 Electronic business concepts and platforms
   - 1.7 Current developments and trends
2. Forms and channels of Online Marketing
   - 2.1 Overview of the forms of Online Marketing
   - 2.2 Affiliate and Search Engine Marketing
   - 2.3 Display advertising and E-mail Marketing
   - 2.4 Social Media and Influencer Marketing
   - 2.5 Content Marketing and Storytelling
   - 2.6 Viral Marketing and Word-of-Mouth
   - 2.7 Native Advertising and Mobile Marketing
   - 2.8 Real Time Bidding and Programmatic Advertising
   - 2.9 Online PR
3. Online Marketing Strategy
   - 3.1 Setting goals and creating a basis
   - 3.2 The Customer Journey
   - 3.3 The adequate channel mix
   - 3.4 Define and analyze KPIs

4. Media planning online
   - 4.1 Principles of successful Media Planning
   - 4.2 Create and structure media budgets in a targeted manner
   - 4.3 Integrated campaigns and Cross-Media Marketing
   - 4.4 Successful media mix through campaign management

5. The Online Presence
   - 5.1 Website and web design
   - 5.2 Corporate Website
   - 5.3 Landing Page
   - 5.4 Blog
   - 5.5 Online Shop
   - 5.6 Online presentation and distribution of products and services - advantages and disadvantages

6. Mobile Marketing and M-Commerce
   - 6.1 Basics and classification of Mobile Marketing
   - 6.2 Responsive design vs. Apps vs. Mobile Web
   - 6.3 App and QR Code Marketing
   - 6.4 Location-based Services
   - 6.5 Mobile Advertising Media
   - 6.6 Mobile Commerce - definition and development
   - 6.7 Mobile Payment
   - 6.8 Success factors of mobile campaigns

7. Online law
   - 7.1 Legal aspects of Online Marketing
   - 7.2 Copyright law and the handling of user-generated content
   - 7.3 The right to your own image
   - 7.4 Basic Data Protection Ordinance (DSGVO)

8. Online Customer Retention and Service
   - 8.1 The AIDA model - extensions for Online Marketing
   - 8.2 Customer acquisition and customer retention in Online Marketing
   - 8.3 Online customer retention in the customer relationship life cycle
   - 8.4 Online customer service
   - 8.5 Excursus: Mass Customization

9. Web Analytics
    - 91 Key figures in Online Marketing
    - 92 Web Monitoring
    - 93 Big Data

Literature

Compulsory Reading

Further Reading

- Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York.
- Charlesworth, A. (2018): Digital Marketing. A Practical Approach. Routledge, New York.
- Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.
- Yakob, F. (2015): Paid Attention: Innovative Advertising for a Digital World. Kogan Page, London.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Social Media Marketing

Course Code: DLBMSM02-01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

How did Social Media become Social Media Marketing? Social Media has developed from a private communication medium to a commercialized advertising tool. A basic understanding of this development, the social implications of Social Media as well as the networked communication strategies on the Internet is the basis for an active examination of Social Media Marketing. Social Media Marketing is considered both strategically and operationally. The strategic perspective includes the aspect of strategic positioning of Social Media in the company as well as the integration into the overall marketing mix. In addition to fundamental aspects of strategy development, students will deal with the instruments of today's Social Media Marketing and the channels to use them specifically for further marketing measures and strategies in a success-oriented manner. For the active operative examination of Social Media Marketing, Social Media channels such as Facebook, Instagram, Pinterest, etc. are examined in detail in order to use them specifically for further marketing measures and strategies. Digital advertising measures that are used in Social Media are an integral part of this course. Their usage will also be considered from a legal perspective. Thus, the Social Media Marketing course teaches basic concepts such as the development of a Social Media strategy, including aspects such as content management, editorial planning or target group analysis. It deals with the usage and monitoring of different Social Media channels in a practice-oriented way and it considers the area of operative Social Media Marketing. Hence, this course provides students with a well-founded holistic view of the field of Social Media Marketing and develops the ability to use Social Media for innovation management.

Course Outcomes

On successful completion, students will be able to

- understand social implications and networking communication strategies and to apply them to the field of Social Media Marketing.
- integrate Social Media Marketing into the overall Marketing Mix.
- develop a Social Media strategy and proposals for its operational implementation.
- evaluate the different Social Media channels (Facebook, Instagram...)
- use Social Media for Innovation Management and networks.
- fundamentally assess the marketing opportunities of a company in the Social Media sector and make strategic decisions in this regard.
- evaluate developments in Social Media Marketing from a sociological as well as a business perspective.

Contents

1. Basics of Social-Media-Marketing
   - 1.1 Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social implications of Social Media
   - 1.3 Functionality, types and fields of application of Social Media Marketing
   - 1.4 Typology and activities of Social Media users

2. Social-Media-Marketing in the Overall Marketing Mix
   - 2.1 Opportunities and risks through Social Media
   - 2.2 The POST method according to Groundswell
   - 2.3 Integration into the Classic Marketing Mix
   - 2.4 Social Media as a service channel
   - 2.5 Goals of Social-Media-Marketing
   - 2.6 Relevant key figures to measure success
   - 2.7 The strategic positioning of Social Media in the company

3. Social Media Map
   - 3.1 Overview of the Social Media Map
   - 3.2 Profiles of the most relevant Social Media Channels
   - 3.3 Target Groups/User Groups

4. Social Media Strategy Development
   - 4.1 What is a Strategy? Definitions
   - 4.2 Goals of a Strategy
   - 4.3 Stages of Social Media Strategy development
   - 4.4 Online Reputation Management and Crisis Management
   - 4.5 Social Media Governance

5. Social Media in Innovation Management
   - 5.1 The Importance and Use of the Crowd
   - 5.2 Innovation through Interactive Value Creation, Branded Communities, Lead Users and Social Media Intelligence
   - 5.3 Social Media as a Market Research Tool

6. Operational Social Media Marketing
   - 6.1 Content Marketing and Native Advertising
   - 6.2 Viral Marketing and Word of Mouth
   - 6.3 Influencer Marketing
   - 6.4 Social Media in B2B Marketing
   - 6.5 Community Management und Social Media Monitoring
   - 6.6 Social Media Relations
   - 6.7 Social Media Recruiting
   - 6.8 Social Advertising

7. Legal Framework of Social Media
   - 7.1 Legal Framework of Social Media
   - 7.2 Basic Data Protection Ordinance (DSGVO)
   - 7.3 User-generated Content
   - 7.4 The Facebook Pixel

8. Developments in Social-Media-Marketing
   - 8.1 Social Media in the Digital Change - New Forms of Consumption
   - 8.2 Social Products and Brands
   - 8.3 Social Commerce and Social Selling
   - 8.4 Messengers and Bots
   - 8.5 The terms "Postfactual" and "Postdigital"
   - 8.6 Open Leadership - Dealing with loss of control

Literature

Compulsory Reading

Further Reading

- Barker, M. et al. (2016): Social Media Marketing. A strategic approach. 2nd edition, Cengage Learning, Boston.
- Butow, E. et al. (2020): Ultimate Guide to Social Media Marketing. Entrepreneur Press, Irvine.
- Hollensen, S. et al. (2020): Social Media Marketing. A Practioner Guide. 4th edition, Opresnik Management Consulting, Lübeck.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.
- The Art of Service (2020): Paid Social Media Strategies. A Complete Guide – 2021 Edition. N. p.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Advanced Workbook

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Applied Sales

Module Code: DLBDSEAS

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Patrick Geus (Applied Sales I) / Prof. Dr. Patrick Geus (Applied Sales II)

Contributing Courses to Module

- Applied Sales I (DLBDSEAS01)
- Applied Sales II (DLBDSEAS02)

Module Exam Type

Module Exam	Split Exam
	Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Applied Sales I

- Fundamentals of Applied Sales
- The Distribution System
- Personal Sales
- Sales Plans
- New Customer Acquisition
- A Sales Visit
- Conversational Tactics
- Conducting Negotiations
- Other Sales Channels

Applied Sales II

- Marketing and Sales
- Customer Satisfaction as a Success Factor
- Personalities in Sales
- Customer-Oriented Communication
- Presentation and Rhetoric
- Customer Loyalty
- Networking
- Case Study

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

- understand the fundamentals of applied sales and place them in the context of the company.
- understand the interaction of the individual facets of applied sales.
- differentiate between and evaluate individual sales systems.
- describe current sales types and sales characteristics.
- oversee and classify the entire sales process from customer acquisition to customer retention.
- understand the basics of sales and negotiation management and apply them.
- name the usual sales instruments, recognize their advantages and disadvantages, and reflect on essential fields of application and possibilities.

Applied Sales II

On successful completion, students will be able to

- understand the interaction and the respective areas of responsibility of marketing and sales.
- reflect on and classify the goals and measures within the framework of the applied sales system.
- assess the relevance of customer satisfaction and retention. In addition, the students will be familiar with the central design elements of CRM.
- reflect on and assess alternative approaches to customer loyalty and relationship management and apply them in business practice.
- understand the meaning of the terms customer life cycle and customer value, and develop approaches to manage them in the sense of the respective sales targets.
- use descriptive presentation techniques in order to convince customers and other sales partners.
- understand the relevance of networking and develop strategies to broaden the contact base.
- develop and evaluate their own market analyses and sales concepts on the basis of practical experience within the framework of the case study.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Marketing & Sales	All Bachelor Programmes in the Marketing & Communication fields

Applied Sales I

Course Code: DLBDSEAS01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The demands on sales thinking are growing every day. Globalized demand combined with high competition is making it increasingly difficult for companies to compete for customers. At the same time, customers are becoming better informed, while traditional supply markets are saturated and at overcapacity. In order to be successful in such an environment, sales thinking and action are required along with a new type of salesperson. Within the course Applied Sales I (Introduction), the participants are familiarized with the basic concepts of applied sales. You will learn about sales organization, dealing with alternative sales channels, and get to know the dedicated sales planning process. The contents of the module are complemented by the successful acquisition of new customers, whereby particular attention is paid to the organization and implementation of customer visits and the conduct of discussions and negotiations.

Course Outcomes

On successful completion, students will be able to

- understand the fundamentals of applied sales and place them in the context of the company.
- understand the interaction of the individual facets of applied sales.
- differentiate between and evaluate individual sales systems.
- describe current sales types and sales characteristics.
- oversee and classify the entire sales process from customer acquisition to customer retention.
- understand the basics of sales and negotiation management and apply them.
- name the usual sales instruments, recognize their advantages and disadvantages, and reflect on essential fields of application and possibilities.

Contents

1. Fundamentals of Applied Sales and Distribution
   - 1.1 Tasks and Forms of Applied Distribution
   - 1.2 Marketing as the Basis of Sales
   - 1.3 Distribution, Sales, and Other Terms
   - 1.4 Sales in Different Economic Sectors

2. The Distribution System
- 2.1 Forms of Sales
- 2.2 Sales Organisation
- 2.3 Key Account Management
- 2.4 Multi-Channel Distribution

3. Personal Sales
- 3.1 The "New Sellers"
- 3.2 Requirements for Sales Personalities
- 3.3 The Key Account Manager
- 3.4 Task of Sales Managers

4. Sales Plan
- 4.1 Tasks and Objectives of Sales Management
- 4.2 Observation of Competition in the Context of Sales Management
- 4.3 Potential Analyses and Sales Planning
- 4.4 Sales Control and Visit Strategies

5. New Customer Acquisition
- 5.1 Identification of New Customer Potential
- 5.2 Customer Relationship Management and Customer Acquisition
- 5.3 Trade Fairs and Events
- 5.4 Networking

6. The Sales Visit
- 6.1 Frequency and Preparation of Visits
- 6.2 Conduct of a Visit
- 6.3 Visit Reports and Follow-Up
- 6.4 Aftercare and Follow-Up

7. Conversational Tactics
- 7.1 Structured Conversation Preparation
- 7.2 Goal-Oriented Conversation: The D.A.L.A.S Model
- 7.3 Questioning Techniques

8. Conducting Negotiations
   - 8.1 Psychology of Negotiation
   - 8.2 Negotiation Structure
   - 8.3 Objection Handling
   - 8.4 Price Negotiations

9. Other Sales Channels
   - 9.1 Telemarketing
   - 9.2 Catalogue and Brochure Sales
   - 9.3 Internet and E-Commerce

Literature

Compulsory Reading

Further Reading

- Bloomfield, J. (2020). NeuroSelling: Mastering the customer conversation using the surprising science of decision making. Axon Publishing.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). Selling and sales management (10th ed.). Pearson.
- Peppers, D., & Rogers, M. (2016). Managing customer experience and relationships: A strategic framework (3rd ed.). Wiley.
- Pink, D. H. (2012). To sell is human: The surprising truth about moving others. Riverhead Books.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Applied Sales II

Course Code: DLBDSEAS02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The course Applied Sales II builds on the basics taught in the course "Applied Sales I" and broadens and deepens them. First, the tension between marketing and sales is examined in more detail. Based on this, essential backgrounds and central target figures for successful sales management (e.g., customer satisfaction and loyalty as well as the customer life cycle) are derived and operationalized in order to create the basis for efficient and effective customer relationship management. As the process progresses, attention will also be paid to mental processes and consumer behavior in general. In addition, strategies and paths to successful negotiation are deepened and supplemented by convincing communication techniques. The course concludes with a case study in the course of which the students have the opportunity to apply what they have learned in a practice-oriented manner.

Course Outcomes

On successful completion, students will be able to

- understand the interaction and the respective areas of responsibility of marketing and sales.
- reflect on and classify the goals and measures within the framework of the applied sales system.
- assess the relevance of customer satisfaction and retention. In addition, the students will be familiar with the central design elements of CRM.
- reflect on and assess alternative approaches to customer loyalty and relationship management and apply them in business practice.
- understand the meaning of the terms customer life cycle and customer value, and develop approaches to manage them in the sense of the respective sales targets.
- use descriptive presentation techniques in order to convince customers and other sales partners.
- understand the relevance of networking and develop strategies to broaden the contact base.
- develop and evaluate their own market analyses and sales concepts on the basis of practical experience within the framework of the case study.

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing
   - 1.4 (International) Marketing and Sales Integration

2. Customer Satisfaction as a Success Factor
   - 2.1 Customer Relationship Management (CRM)
   - 2.2 Customer Orientation Success Chain
   - 2.3 Customer Relationship Strategies

3. Customer Retention
   - 3.1 Customer Retention Management
   - 3.2 Customer Retention Tools
   - 3.3 Complaints Management

4. Customer-Oriented Communications
   - 4.1 Communication and Sales Promotion by Sales Staff
   - 4.2 Sales Promotion by Sales Team
   - 4.3 Sales Promotion by the Company

5. Personalities in Sales
   - 5.1 Sales Personalities
   - 5.2 Selling in Teams
   - 5.3 Negotiating with Committees

6. Presentation and Rhetoric
   - 6.1 Rhetoric in Sales
   - 6.2 Presentation Techniques
   - 6.3 Nonverbal Communication

7. Networking
   - 7.1 Organizational Networks and Networking
   - 7.2 Building and Shaping Relationships
   - 7.3 Networking via Social Media

8. Case Study—Multi-Vendor Customer Loyalty Programs
   - 81 German Consumer Goods Market & Drugstore Industry Situation
   - 82 PAYBACK—A German Synonym for Loyalty Cards

Literature

Compulsory Reading

Further Reading

- Jobber, D./Lancaster, G./Le Meunier-Fitzhugh, K. (2019): Selling and Sales Management, 11th Ed.; Pearson
- Johnston, M.W./Marshall (2021): Sales Force Management: Leadership, Innovation, Technology; Routledge
- Jordan, J./Vazzana, M. (2011): Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance; 13th Ed.; McGraw Hill
- Kumar, V./Reinartz, W. (2018): Customer Relationship Management: Concept, Strategy, and Tools; 3rd Ed.; Springer Texts in Business and Economics
- Marcos, J./Davies, M. (2019): Implementing Key Account Management: Designing Customer-Centric Processes for Mutual Growth; KoganPage
- Peppers, D./Rogers, M. (2011): Managing Customer Relationships : A Strategic Framework; 2nd Ed.; Wiley

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Fundamentals of Operations Research

Module Code: DLBBAEFOR_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Robert Graf (Mathematics: Linear Algebra) / N.N. (Operations Research)

Contributing Courses to Module

- Mathematics: Linear Algebra (DLBDSMFLA01)
- Operations Research (DLBBAEFOR01_E)

Module Exam Type

Module Exam	Split Exam
	Mathematics: Linear Algebra • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Operations Research • Study Format "Distance Learning": Exam or Written Assessment: Case Study

Weight of Module

see curriculum

Module Contents

Mathematics: Linear Algebra

- Matrix algebra
- Vector spaces
- Linear and affine transformations
- Analytical geometry
- Matrix decomposition

Operations Research

- Quantitative decision support
- Linear optimization
- Graph theory
- Network planning and project management
- Simulation
- Queuing systems

Learning Outcomes

Mathematics: Linear Algebra

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition..

Operations Research

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Methods and Planning & Controlling	All Bachelor Programmes in the Business & Management fields

Mathematics: Linear Algebra

Course Code: DLBDSMFLA01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Linear algebra is a fundamental subject in mathematics. Its historical origin lies in the development of solution techniques for systems of linear equations arising from geometric problems. Numerous scientific and engineering applications can be solved using its methods. This course introduces the foundations of linear algebra and its basic notions like vectors and matrices. It then builds upon this foundation by introducing the derivation of solution techniques for problems in analytical geometry.

Course Outcomes

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition..

Contents

1. Foundations
   - 1.1 Systems of Linear Equations
   - 1.2 Matrices: Basic Terms
   - 1.3 Matrix algebra
   - 1.4 Matrices as compact representations of linear equations
   - 1.5 Inverse and trace
2. Vector Spaces
   - 2.1 Definition
   - 2.2 Linear Combination and Linear Dependance
   - 2.3 Basis, Linear Envelope, and Rank

3. Linear and Affine Mapping
   - 3.1 Matrix Representations of Linear Mappings
   - 3.2 Image and Kernel
   - 3.3 Affine Spaces and Subspaces
   - 3.4 Affine Mapping

4. Analytical Geometry
   - 4.1 Norm
   - 4.2 Scalar Product
   - 4.3 Orthogonal Projections

5. Matrix Decomposition
   - 5.1 Determinant
   - 5.2 Eigenvalues and Eigenvectors
   - 5.3 Cholesky Decomposition
   - 5.4 Eigenvalue Decomposition and Diagonalisation
   - 5.5 Singular Value Decomposition

Literature

Compulsory Reading

Further Reading

- Mathai, A. M., & Haubold, H. J. (2017). Linear algebra, a course for physicists and engineers (1st ed.) De Gruyter.
- Neri, F. (2019). Linear algebra for computational sciences and engineering (2nd ed.) Springer.
- Shilov, G. E. (1977). Linear algebra. Dover Publications.
- Strang, G. (2020). Introduction to linear algebra. (5th ed.) Cambridge Press.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Operations Research

Course Code: DLBBAEFOR01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The term Operations Research (OR) refers to the development and application of quantitative models and methods for decision support in companies and organizations. Applications can be found in all areas of business administration, especially in production planning, supply chain management, distribution, location planning, warehousing, personnel planning and scheduling, as well as financial planning. This course introduces OR and its applications. The terminological fundamentals of the problem, model and method are presented. Further emphasis is put on graphs and basic graph algorithms. In addition, the course focuses on linear optimization, especially linear programs, simplex methods and sensitivity analysis. A special focus is the modelling of economic problems (decision, planning and optimization problems). Basic computer skills relevant for operations research are presented by means of spreadsheet calculation (esp. Microsoft Excel).

Course Outcomes

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Contents

1. Introduction to quantitative decision support
   - 1.1 Definition: Operations Research (OR) as structured problem-solving approach
   - 1.2 Terminology: models, methods and algorithms
   - 1.3 Decision Support and Decision Theory
   - 1.4 Fields and applications of OR
   - 1.5 Software applications in OR

2. Fundamentals of linear optimization
   - 2.1 Definition: linear optimization
   - 2.2 Forms and properties of linear optimization
   - 2.3 Simplex algorithm
   - 2.4 Sensitivity analysis
   - 2.5 Game theory

3. Application of linear optimization
   - 3.1 Production program planning
   - 3.2 Supply chain management
   - 3.3 Transport problem
   - 3.4 Financing and investment

4. Further optimization approaches
   - 4.1 Integer and combinatorial optimization
   - 4.2 Application: Branch-and-bound procedures and traveling salesman problems
   - 4.3 Dynamic optimization
   - 4.4 Nonlinear optimization

5. Graph theory
   - 5.1 Fundamentals and concepts of graph theory
   - 5.2 Structural modelling using graphs
   - 5.3 Shortest paths in graphs

6. Network planning and project management
   - 6.1 Elements and methods of network planning
   - 6.2 Structure and time planning as well as Gantt charts
   - 6.3 Cost and capacity planning

7. Simulation and queuing systems
   - 7.1 Basic types of simulation
   - 7.2 Deterministic simulation: systems and model experiments
   - 7.3 Stochastic simulation: waiting queue systems and models
   - 7.4 Applications of simulation

8. Application: OR implementation with a spreadsheet
   - 8.1 Integer linear optimization
   - 8.2 Shortest paths in graphs
   - 8.3 Simulation of a queue problem

Literature
Compulsory Reading
Further Reading ' Eiselt, H. A./Sandblom, C.-L. (2013): Operations research: A model-based approach. 2nd ed., Springer Texts in Business and Economics, Berlin. ' Khachay, M./Kochetov, Y./Pardalos, P. (Eds.) (2019): Mathematical Optimization Theory and Operations Research: 18th International Conference, MOTOR 2019, Ekaterinburg, Russia, July 8-12, 2019, Proceedings. 1st ed., Springer International Publishing, Cham. ' Poler, R./Mula, J./Díaz-Madroñero, M. (2016): Operations research problems: Statements and solutions. Softcover reprint of the original 1st edition 2014, Springer, London. ' Sharma, J. K. (2016): Operations research: Theory and applications. 6th ed., Trinity Press, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam or Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Introduction to Data Science and Programming with Python

Module Code: DLBBAEIDSP_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Zöller (Introduction to Data Science) / Dr. Reza Shahbazfar (Introduction to Programming with Python)

Contributing Courses to Module

- Introduction to Data Science (DLBDSIDS01)
- Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type

Module Exam	Split Exam
	Introduction to Data Science • Study Format "Distance Learning": Oral Assignment • Study Format "myStudies": Oral Assignment Introduction to Programming with Python • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes

Introduction to Data Science

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Introduction to Programming with Python

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

Introduction to Data Science

Course Code: DLBDSIDS01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing.Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
   - 1.1 Definition of the term „data science“
   - 1.2 Data science and related fields
   - 1.3 Data science activities
2. Data
   - 2.1 Data types and data sources
   - 2.2 The 5Vs of data
   - 2.3 Data curation and data quality
   - 2.4 Data engineering

3. Data Science in Business
   - 3.1 Identification of use cases
   - 3.2 Performance evaluation
   - 3.3 Data-driven operational decisions
   - 3.4 Cognitive biases

4. Statistics
   - 4.1 Importance of statistics for data science
   - 4.2 Important statistical concepts

5. Machine Learning
   - 5.1 Role of machine learning in data science
   - 5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. New York, NY: Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. New York, NY: Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. New York, NY: Springer.
- Skiena, S. S. (2017). The data science design manual. New York, NY: Springer International Publishing.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Oral Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Oral Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods		
☐ Learning Sprints®	☐ Review Book	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☑ Shortcast	☑ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Introduction to Programming with Python

Course Code: DLBDSIPWP01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
   - 1.1 Why Python?
   - 1.2 Obtaining and installing Python
   - 1.3 The Python interpreter , IPython, and Jupyter
2. Variables and Data Types
   - 2.1 Variables and value assignment
   - 2.2 Numbers
   - 2.3 Strings
   - 2.4 Collections
   - 2.5 Files

3. Statements
   - 3.1 Assignment, expressions, and print
   - 3.2 Conditional statements
   - 3.3 Loops
   - 3.4 Iterators and comprehensions

4. Functions
   - 4.1 Function declaration
   - 4.2 Scope
   - 4.3 Arguments

5. Errors and Exceptions
   - 5.1 Errors
   - 5.2 Exception handling
   - 5.3 Logs

6. Modules and Packages
   - 6.1 Usage
   - 6.2 Namespaces
   - 6.3 Documentation
   - 6.4 Popular data science packages

Literature

Compulsory Reading

Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. Sebastopol, CA: O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Berkeley, CA: Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). Sebastopol, CA: O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). Sebastopol, CA: O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. San Fransisco, CA: No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. Sebastopol, CA: O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. Sebastopol, CA: O'Reilly.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

IT Service Management

Module Code: IWSM-01_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. André Köhler (IT Service Management) / N.N. (Project: IT Service Management)

Contributing Courses to Module

- IT Service Management (DLBCSITSM01-01)
- Project: IT Service Management (DLBCSPITSM01)

Module Exam Type

Module Exam	Split Exam
	IT Service Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Project: IT Service Management • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Weight of Module

see curriculum

Module Contents

IT Service Management

- IT Service Management Basics and Terms
- ITIL 4 - Basics and Four Dimensions
- ITIL 4 - Service Value System
- ITIL 4 - Principles
- ITIL 4 - Practices
- Information Security Management with the IT Baseline Protection Framework of the BSI

Project: IT Service Management

Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management. The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Learning Outcomes

IT Service Management

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

Project: IT Service Management

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

IT Service Management

Course Code: DLBCSITSM01-01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

IT service management is an approach to align and understand a company's IT as a service provider and supporter of operational and business processes. This course uses the IT Infrastructure Library (ITIL) to teach concepts, procedures and best practices in the area of IT service management (IT operations). In other words, it looks at the management of activities that take place after an IT system has been developed: IT operations as a continuous run of the productive day-to-day business of a company's IT departments.

Course Outcomes

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

Contents

1. IT Service Management Basics and Terms
   - 11 IT Services
   - 12 IT Service Management
   - 13 ITSM Frameworks
2. ITIL 4 - Basics and Four Dimensions
   - 21 Stakeholders, Services and Service Management
   - 22 Value Contribution of IT
3. ITIL 4 - Service Value System
   - 31 Basics and Overview
   - 32 Inputs, Outcome and Governance
   - 33 The Service Value Chain
   - 34 Continual Improvement

4. ITIL 4 - Principles
   - 4.1 Overview
   - 4.2 Value Orientation
   - 4.3 Iterative Procedure and Feedback
   - 4.4 Establish Collaboration and Visibility
   - 4.5 Optimize and Automate

5. ITIL 4 - Practices
   - 5.1 Overview
   - 5.2 General Management Practices
   - 5.3 Service Management Practices
   - 5.4 Technical Practices

6. Information Security Management with the IT Basic Protection Framework of the BSI
   - 6.1 Structure and Elements of BSI Basic Protection Framework
   - 6.2 Information Security Process

Literature

Compulsory Reading

Further Reading

- Berger, D., & Shashidhar, N., & Varol, C. (2020). Using ITIL 4 in Security Management. 2020 8th International Symposium on Digital Forensics and Security (ISDFS), Digital Forensics and Security (ISDFS), 2020 8th International Symposium On, 1–6. https://doi-org.pxz.iubh.de:8443/10.1109/ISDFS49300.2020.9116257
- Limited, A. (2019). ITIL 4 Foundation [electronic resource] : ITIL 4 Edition. London The Stationery Office Ltd, 2019.
- Limited, A. (2020). ITIL 4 [electronic resource] : Digital and IT Strategy. London The Stationery Office Ltd, 2020.
- Limited, A. (2020). ITIL 4 [electronic resource] : Direct, Plan and Improve. Norwich TSO, 2020.
- Limited, A. (2020). ITIL 4 [electronic resource] : High Velocity IT. Norwich TSO, 2020.
- Limited, A. (2020). ITIL 4 [electronic resource] : Drive Stakeholder Value. Norwich TSO, 2020.
- Limited, A. (2020). ITIL 4 [electronic resource] : Create, Deliver and Support. Norwich TSO, 2020.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Project: IT Service Management

Course Code: DLBCSPITSM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Based on the contents of the course “IT Service Management”, selected aspects of the core processes of ITIL are deepened, discussed, selected, and applied within the framework of a project in a concept-related manner. All theoretical methods are considered and evaluated.

Course Outcomes

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Contents

- Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management.
- The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Literature

Compulsory Reading

Further Reading

- Al-Ashmoery, Y., Haider, H., Haider, A., Nasser, N., & Al-Sarem, M. (2021). Impact of IT Service Management and ITIL Framework on the Businesses. 2021 International Conference of Modern Trends in Information and Communication Technology Industry (MTICTI), Modern Trends in Information and Communication Technology Industry (MTICTI), 2021 International Conference Of, 1–5.
- Limited, A. (2020). ITIL 4. Create, Deliver and Support. TSO.
- Limited, A. (2020). ITIL 4: Direct, Plan and Improve. TSO.
- Limited, A. (2019). ITIL foundation: ITIL (4th edition). The Stationery Office Ltd.
- Shastri, A., & Thampi, G. T. (2021). Automation of IT Service Management Processes. 2021 International Conference on Advances in Computing, Communication, and Control (ICAC3), Advances in Computing, Communication, and Control (ICAC3), 2021 International Conference On, 1–4.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Big Data and Data Protection

Module Code: DLBINTEEBDDP

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Data Analytics and Big Data) / Prof. Dr. Ralf Kneuper (Introduction to Data Protection and Cyber Security)

Contributing Courses to Module

- Data Analytics and Big Data (DLBINGDABD01_E)
- Introduction to Data Protection and Cyber Security (DLBCSIDPITS01)

Module Exam Type

Module Exam	Split Exam
	Data Analytics and Big Data • Study Format "myStudies": Written Assessment: Case Study • Study Format "Distance Learning": Written Assessment: Case Study Introduction to Data Protection and Cyber Security • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Data Analytics and Big Data

- Introduction to Data Analysis
- Statistical Basics
- Data Mining
- Big Data Methods and Technologies
- Legal Aspects of Data Analysis
- Solution Scenarios
- Application of Big Data in the Industry

Introduction to Data Protection and Cyber Security

- Fundamentals of IT Security
- Data Protection
- IT Security Management
- Network and Communication Security

Learning Outcomes

Data Analytics and Big Data

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

Introduction to Data Protection and Cyber Security

On successful completion, students will be able to

- explain the terms and concepts of IT security and know the typical procedures and techniques which exist in each area.
- cite the legal regulations on data protection and explain their implementation.
- discuss in-depth IT security management and suitable measures for implementation.
- use their overview knowledge of activities and strategies for IT security in software and system development.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Data Science & Artificial Intelligence and Computer Science & Software Development	All Bachelor Programs in the IT & Technology fields

Data Analytics and Big Data

Course Code: DLBINGDABD01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The aim of the course is to familiarize students with selected methods and techniques of data analysis in the context of continuously increasing, heterogeneous data sets. To this end, the fundamental relevance of Big Data methods is presented by drawing on the historical development of stored data. One decisive factor here is the continuous transmission Internet of Things sensor data to other systems. This is followed by a short introduction to the essential statistical fundamentals before the individual steps of the data mining process are discussed. In distinction to these classical procedures, selected methods are presented with which stored data in the Big Data context can be made analyzable. As data analysis is subject to certain legal frameworks, this course also covers legal aspects such as data protection. The course concludes with an overview of the practical application of Big Data methods and tools. In particular, fields of application in the industrial context are examined.

Course Outcomes

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

Contents

1. Introduction to Data Analysis
   - 1.1 Decisions, Information, Data
   - 1.2 Historical Development of Data Storage and Evaluation
   - 1.3 Big Data: Features and Examples
   - 1.4 Data Analysis
   - 1.5 Internet of Things as Driver for Big Data

2. Statistical Basics
   - 2.1 Descriptive Data Analysis
   - 2.2 Inferential Data Analysis
   - 2.3 Explorative Data Analysis
   - 2.4 Multivariate Data Analysis

3. Data Mining
   - 3.1 Knowledge Discovery in Databases
   - 3.2 Association Analysis
   - 3.3 Correlation Analysis
   - 3.4 Forecast
   - 3.5 Cluster Analysis
   - 3.6 Classification

4. Big Data Methods and Technologies
   - 4.1 Technology Building Blocks
   - 4.2 MapReduce
   - 4.3 Text- and Semantic Analysis
   - 4.4 Audio and Video Analysis
   - 4.5 BASE and NoSQL
   - 4.6 In-Memory Databases
   - 4.7 Big Data Success Factors

5. Legal Aspects of Data Analysis
   - 5.1 Data Protection Principles in Germany
   - 5.2 Anonymization and Pseudonymization
   - 5.3 International Data Analysis
   - 5.4 Performance and Integrity Protection

6. Solution Scenarios

7. Application of Big Data in the Industry
   - 7.1 Production and Logistics
   - 7.2 Increased Efficiency in the Supply Chain
   - 7.3 Key-Factor Data
   - 7.4 Examples and Conclusion

Literature

Compulsory Reading

Further Reading

- Gandomi, A./Haider, M. (2015): Beyond the hype. Big data concepts, methods, and analytics. In: International Journal of Information Management, 35. Jg.,Journal 2, p. 137–144.
- Provost, F./Fawcett, T. (2013): Data science for business. What You Need to Know About Data Mining and Data-Aalytic Thinking. O'Reilly, Sebastopol (CA).

Study Format myStudies

Study Format	Course Type
myStudies	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Introduction to Data Protection and Cyber Security

Course Code: DLBCSIDPITS01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

In this course, the students are familiarized with important concepts from the field of IT security. Basic terms are introduced and discussed, and typical application fields, areas of IT security application, and typical procedures and techniques are introduced and described.

Course Outcomes

On successful completion, students will be able to

- explain the terms and concepts of IT security and know the typical procedures and techniques which exist in each area.
- cite the legal regulations on data protection and explain their implementation.
- discuss in-depth IT security management and suitable measures for implementation.
- use their overview knowledge of activities and strategies for IT security in software and system development.

Contents

1. Fundamentals of Data Protection and Cyber Security
   - 1.1 Conceptual Bases, Protection Goals
   - 1.2 Attacks and Threats
   - 1.3 Security Strategy
   - 1.4 Legal Regulations
2. Data Protection
   - 2.1 Data Protection as a Personal Right
   - 2.2 Basic Principles of Data Protection
   - 2.3 EU General Data Protection Regulation
   - 2.4 Further International Regulations on Data Protection
   - 2.5 Cross-Border Data Flow
   - 2.6 Data Protection in Everyday Life

3. Basic Functions of Cyber Security and Their Implementation
   - 3.1 Identification and Authentication
   - 3.2 Rights Management
   - 3.3 Rights Check
   - 3.4 Preservation of Evidence

4. Cyber Security Management
   - 4.1 Basic Concepts and Standards in Cyber Security Management
   - 4.2 Series of Standards ISO 2700x

5. Cyber Security Management in Everyday Life
   - 5.1 Password Management
   - 5.2 Data Backup
   - 5.3 Email Security
   - 5.4 Protection Against Viruses and Other Malware
   - 5.5 Protection Against Social Engineering Attacks

6. Network and Communication Security
   - 6.1 Firewall Technology
   - 6.2 Network Separation
   - 6.3 Security in WLAN, Mobile Networks, Bluetooth, and NFC

7. Cyber Security in the Development of Software and Systems
   - 7.1 Protection of the Development Environment
   - 7.2 Secure Development
   - 7.3 Common Criteria

Literature

Compulsory Reading

Further Reading

- Arnold, R. (2017). Cybersecurity: A business solution. An executive perspective on managing cyber risk. Threat Sketch.
- Mattord, H., & Whitman, M. (2017). Management of information security. Cengage.
- European Parliament and Council of the European Union. (2016). EU General Data Protection Regulation (GDPR): Regulation 2016/679 of the European Parliament and of the council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation). Official Journal of the European Union. Chapters 1—3

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Digital Product Development

Module Code: DLBINTEEDPD

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Marian Benner-Wickner (Introduction to the Internet of Things) / Prof. Dr. Marian Benner-Wickner (Product Development in Industry 4.0)

Contributing Courses to Module

- Introduction to the Internet of Things (DLBINGEIT01_E)
- Product Development in Industry 4.0 (DLBINGPE01_E)

Module Exam Type

Module Exam	Split Exam
	Introduction to the Internet of Things • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Product Development in Industry 4.0 • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to the Internet of Things

- Internet of Things Fundamentals
- Social and Economic Significance
- Communication Standards and Technologies
- Data Storage and Processing
- Design and Development
- Applicability

Product Development in Industry 4.0

- Introduction to modern product development
- Fundamentals of product development
- Methods in the product development process
- Alternative design approaches
- Digitalization of product design
- Customized mass production
- Outlook: Digital engineering and operation

Learning Outcomes

Introduction to the Internet of Things

On successful completion, students will be able to

- grasp the distinctive features of Internet of Things (IoT) and IoT systems.
- understand the social and economic importance of Internet of Things.
- identify the most important standards for communication between IoT devices.
- differentiate between various techniques for storing and processing data in IoT systems.
- identify different architectures and technologies for structuring IoT systems.
- recognize challenges of data protection and data security in IoT systems.

Product Development in Industry 4.0

On successful completion, students will be able to

- recall the historical development of industrial production.
- name current trends in the context of the "fourth industrial revolution" and their impact on product development.
- know the basic methods in product development.
- know the traditional product development process from design theory.
- differentiate alternative approaches to product development.
- name selected tools in the context of digital and virtual product design.
- explain the lot size problem and determine lot sizes for traditional production types.
- distinguish traditional production types from modern strategies such as customized mass production and rapid manufacturing.
- name current approaches to the complete digitalization of product creation and production processes in terms of digital engineering.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Computer Science & Software Development and Engineering	All Bachelor Programs in the IT & Technology fields

Introduction to the Internet of Things

Course Code: DLBINGEIT01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The aim of this course is to give students an insight into technical and theoretical basics of the Internet of Things (IoT) and its fields of application. In addition to the general structure of IoT systems and the technology standards used in them, students are also taught the importance of Internet of Things for economy and society. Furthermore, this course demonstrates how data is exchanged, stored and processed in IoT.

Course Outcomes

On successful completion, students will be able to

- grasp the distinctive features of Internet of Things (IoT) and IoT systems.
- understand the social and economic importance of Internet of Things.
- identify the most important standards for communication between IoT devices.
- differentiate between various techniques for storing and processing data in IoT systems.
- identify different architectures and technologies for structuring IoT systems.
- recognize challenges of data protection and data security in IoT systems.

Contents

1. Internet of Things Fundamentals
   - 1.1 The Internet of Things - Basics and Motivation
   - 1.2 Evolution of the Internet - Web 1.0 to Web 4.0
2. Social and Economic Significance
   - 2.1 Innovations for Consumers and Industry
   - 2.2 Implications on People and the World of Work
   - 2.3 Data Protection and Data Security
3. Communication Standards and Technologies
   - 3.1 Network Topologies
   - 3.2 Network Protocols
   - 3.3 Technologies

4. Data Storage and Processing
   - 4.1 Networked Storage with Linked Data and RDF(S)
   - 4.2 Analysis of Networked Data using a Semantic Reasoner
   - 4.3 Processing of Data Streams with Complex Event Processing
   - 4.4 Operation and Analysis of Large Data Clusters using NoSQL and MapReduce

5. Design and Development
   - 5.1 Software Engineering for Distributed and Embedded Systems
   - 5.2 Architectural Patterns and Styles for Distributed Systems
   - 5.3 Platforms: Microcontrollers, Monoboard Computers, One-Chip Systems

6. Applicability
   - 6.1 Smart Home / Smart Living
   - 6.2 Ambient Assisted Living
   - 6.3 Smart Energy / Smart Grid
   - 6.4 Smart Factory
   - 6.5 Smart Logistics

Literature

Compulsory Reading

Further Reading

- Firouzi, F., Chakrabarty, K., & Nassif, S. (2020). Intelligent Internet of Things: From device to fog and cloud. Springer.
- Hanes, D., Salgueiro, G., Grossetete, P., Barton, R., & Henry, J. (2017). IoT fundamentals: Networking technologies, protocols, and use cases for the Internet of Things. Cisco Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Product Development in Industry 4.0

Course Code: DLBINGPE01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

The aim of the course is to give students an overview of current approaches to modern product development in the context of Industry 4.0. Based on traditional methods and tools of product development, relevant alternative design approaches are described, which put the consumer in the center of the design. In addition, modern tools to support product design are presented with which an engineer can digitally capture and simulate both the static/geometric and dynamic properties of a product. In addition, aspects of customized mass production will be discussed and compared with traditional production types. As an outlook on future developments, current research approaches for consistently digitalized product development are presented.

Course Outcomes

On successful completion, students will be able to

- recall the historical development of industrial production.
- name current trends in the context of the "fourth industrial revolution" and their impact on product development.
- know the basic methods in product development.
- know the traditional product development process from design theory.
- differentiate alternative approaches to product development.
- name selected tools in the context of digital and virtual product design.
- explain the lot size problem and determine lot sizes for traditional production types.
- distinguish traditional production types from modern strategies such as customized mass production and rapid manufacturing.
- name current approaches to the complete digitalization of product creation and production processes in terms of digital engineering.

Contents

1. Introduction to Modern Product Development
   - 1.1 Terms of Industrial Production
   - 1.2 The Fourth Industrial Revolution
   - 1.3 Turnaround in the Factors of Production
   - 1.4 Trends in Product Development

2. Fundamentals of Product Development
   - 2.1 Methods of Product Planning
   - 2.2 Methods of the Solution Search
   - 2.3 Selection and Evaluation of Alternatives

3. Methods in the Product Development Process
   - 3.1 Clarify Requirements
   - 3.2 Concept
   - 3.3 Draft
   - 3.4 Development

4. Alternative Design Approaches
   - 4.1 Design Thinking
   - 4.2 Personas
   - 4.3 Human-Centered Design According to ISO 9241-210
   - 4.4 Participatory Design
   - 4.5 Open Innovation
   - 4.6 Empathic Design

5. Digitalization of Product Design
   - 5.1 From Drawing Board to Digital Functional Model
   - 5.2 Computer-Aided Engineering
   - 5.3 Computer-Aided Quality
   - 5.4 Engineering and Product Data Management
   - 5.5 Simulation Data Management

6. Customized Mass Production
   - 6.1 Traditional Types of Production
   - 6.2 Lot Size Problem and Planning
   - 6.3 Mass Customization
   - 6.4 Rapid Manufacturing

7. Outlook: Digital Engineering and Operation
   - 7.1 Definition
   - 7.2 Fields of Application
   - 7.3 Data Mining
   - 7.4 Modeling of Dynamic Product Properties
   - 7.5 Provision of Information

Literature
Compulsory Reading
Further Reading ' Kull, H. (2015): Mass Customization. Opportunities, Methods, and Challenges for Manufacturers. Apress, Berkeley/New York. ' Kahn, K. B. (2004): The PDMA handbook of new product development. John Wiley & Sons, Inc, Hoboken, NJ. ' Levy, J. (2015): UX strategy: How to devise innovative digital products that people want. 1st edition, O'Reilly Media, Inc., Sebastopol, CA. ' Olsen, D. (2015): The Lean product playbook: How to innovate with minimum viable products and rapid customer feedback. Wiley, Hoboken, NJ. ' Reinertsen, D. G. (2009): The principles of product development flow: Second generation Lean product development. Celeritas, Redondo Beach, CA. ' Stark, J. (2011): Product lifecycle management: 21st century paradigm for product realisation. Springer, London. ' Ulrich, K. T./Eppinger, S. D. (2015): Product design and development. 6th edition, Mc-Graw Hill, New York, NY.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☑ Exam Template	☑ Slides

Internship

Module Code: OPTINTER1

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	On campus offer only		10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

see MyCampus (Internship)

Contributing Courses to Module

- Internship (OPTINTER110)

Module Exam Type

Module Exam	Split Exam
Study Format: On Campus Reflection (of Practical Work) / Group Reflection	

Weight of Module

see curriculum

Module Contents

Internship according to the “Internship Regulations” of the IU.

Learning Outcomes

Internship

On successful completion, students will be able to

- apply skills and knowledge they have obtained during the first three semesters of the programme in an entrepreneurial environment.
- develop his / her practical and analytical skills in order to improve his / her employability.
- have practical knowledge and learn to work within an organization.
- acquire a first deep insight into organisational structures and communication procedures.
- apply comminication skills, socials skills, problem solving, time and project management which will shape their general management skills.
- shape their personality with the help of the interdisciplinary nature of the course especially in the area of the key qualifications like interpersonal skills or intercultural skills.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
Builds on modules of the chosen degree program	All on campus offered programs

Internship

Course Code: OPTINTER110

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
	English		10	On campus offer only

Course Description

This module consists of three parts:preparation tutorials. During these tutorials, students will learn about the intention of the internship and about the intellectual as well as social requirements of the working environment.the internship itself, andWorkshops that accompany the internship by presentations and give an insight into different companies and working environments by the students.

Course Outcomes

On successful completion, students will be able to

- apply skills and knowledge they have obtained during the first three semesters of the programme in an entrepreneurial environment.
- develop his / her practical and analytical skills in order to improve his / her employability.
- have practical knowledge and learn to work within an organization.
- acquire a first deep insight into organisational structures and communication procedures.
- apply comminication skills, socials skills, problem solving, time and project management which will shape their general management skills.
- shape their personality with the help of the interdisciplinary nature of the course especially in the area of the key qualifications like interpersonal skills or intercultural skills.

Contents

- Internship according to the “Internship Regulation” of the IU.

Literature

Compulsory Reading

- Sweitzer, F. H. & King, M. A. (2009). The Successful Internship: Personal, Professional, and Civic Development. 3rd ed.. Cengage. ISBN: 0-495-59642-6.
- Kaser, K., Brooks, J. R. & Brooks, K. (2007). Making the Most of your Internship. Thomson. ISBN: 0-538-44432-0.
- Myers Kiser, P. (2008). The Human Services Internship: Getting the Most from your Experience. 2nd ed.. Cengage. ISBN: 0-495-09226-6.

Further Reading

Study Format On Campus

Study Format	Course Type
On Campus	Practical work

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Reflection (of Practical Work) / Group Reflection

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
13 h	0 h	7 h	0 h	280 h	300 h

Instructional Methods
In order to prepare students for their internship, a preparatory lecturing seminar will be held. During their internship, students will report about their progress by writing reports (start up report or mid-term report).

Studium Generale

Module Code: DLBSG_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Studium Generale I) / N.N. (Studium Generale II)

Contributing Courses to Module

- Studium Generale I (DLBSG01_E)
- Studium Generale II (DLBSG02_E)

Module Exam Type

Module Exam	Split Exam
	Studium Generale I • Study Format "Distance Learning": See Selected Course Studium Generale II • Study Format "Distance Learning": See Selected Course

Weight of Module

see curriculum

Module Contents

Studium Generale I

In principle, all IU bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

Studium Generale II

In principle, all IU bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

Learning Outcomes

Studium Generale I

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Studium Generale II

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Links to other Modules within the Study Program	Links to other Study Programs of the University
It is a stand-alone offering with possible references to various required and elective modules	All IU Distance Learning Bachelor Programs

Studium Generale I

Course Code: DLBSG01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	None

Course Description

In the course "Studium Generale I", students deepen their knowledge in a self-selected subject area by completing an IU course outside their applicable curriculum. This gives them the opportunity to look beyond their own subject area and acquire further competencies. The associated option enables students to self-determine their study content to focus even more on issues relevant to them and/or to strengthen or develop selected competencies.

Course Outcomes

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Contents

- The course "Studium Generale I" offers students the opportunity to take courses outside of their curriculum and the result can be credited as an elective subject. In principle, all IU bachelor courses that fulfill the following requirements can be chosen for this purpose:
  - They are not part of an integral part of the applicable mandatory curriculum.
  - They do not have admission requirements or students can prove that they have met the admission requirement.
- The examination of the selected courses must be taken in full and finally passed in order to be credited as part of the 'Studium Generale' .

Literature

Compulsory Reading

Further Reading

- See course description of the selected course

Study Format Distance Learning

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods
See Selected Course

Studium Generale II

Course Code: DLBSG02_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English			None

Course Description

In the course "Studium Generale II", students deepen their knowledge in a self-selected subject area by completing an IU course outside their applicable curriculum. This gives them the opportunity to look beyond their own subject area and acquire further competencies. The associated option enables students to self-determine their study content to focus even more on issues relevant to them and/or to strengthen or develop selected competencies.

Course Outcomes

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Contents

- The course "Studium Generale II" offers students the opportunity to take courses outside of their curriculum and the result can be credited as an elective subject. In principle, all IU bachelor courses that fulfill the following requirements can be chosen for this purpose:
  - They are not part of an integral part of the applicable mandatory curriculum.
  - They do not have admission requirements or students can prove that they have met the admission requirement.
- The examination of the selected courses must be taken in full and finally passed in order to be credited as part of the 'Studium Generale' .

Literature

Compulsory Reading

Further Reading

- See course description of the selected course

Study Format Distance Learning

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 h	0 h	150 h

Instructional Methods
See Selected Course

Bachelor Thesis

Module Code: DLBBT

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Degree Program Advisor (SGL) (Bachelor Thesis) / Degree Program Advisor (SGL) (Colloquium)

Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

Module Exam Type

Module Exam	Split Exam
	Bachelor Thesis • Study Format "myStudies": Written Assessment: Bachelor Thesis • Study Format "Distance Learning": Written Assessment: Bachelor Thesis Colloquium • Study Format "myStudies": Presentation: Colloquium • Study Format "Distance Learning": Presentation: Colloquium

Weight of Module

see curriculum

Module Contents

Bachelor Thesis

- Bachelor's thesis
- Colloquium on the bachelor's thesis

Colloquium

Learning Outcomes

Bachelor Thesis

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Colloquium

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor’s thesis).

Links to other Modules within the Study Program	Links to other Study Programs of the University
All modules in the bachelor program	All bachelor programs in distance learning

Bachelor Thesis

Course Code: DLBBT01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		9	none

Course Description

The aim and purpose of the bachelor's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the bachelor's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyze a selected problem with scientific methods, critically evaluate it, and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic chosen by the student from their respective field of study should meet the acquired scientific competences, deepening their academic knowledge and skills in order to meet the future needs of the field.

Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Contents

- The bachelor's thesis must be written on a topic that relates to the content of the respective major field of study. In the context of the bachelor's thesis, the problem, as well as the scientific research goal, must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove their ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature
Compulsory Reading
Further Reading ' Turabian, K. L. (2013). A Manual for Writers of Research Papers, theses, and dissertations (8th ed.). University of Chicago Press. ' Lipson, C. (2018). How to write a BA thesis. A practical guide from your first ideas to your finished paper (2nd ed.). University of Chicago Press. ' Selection of literature according to topic

Study Format myStudies

Study Format	Course Type
myStudies	Thesis

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Bachelor Thesis

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Bachelor Thesis

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 h

Instructional Methods	
☐ Learning Sprints®	☑ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Colloquium

Course Code: DLBBT02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		1	none

Course Description

The colloquium will take place after the submission of the bachelor’s thesis. This is done at the invitation of the experts. During the colloquium, students must prove that they have independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student as well as the answering of questions by experts.

Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor’s thesis).

Contents

- The colloquium includes a presentation of the most important results of the bachelor's thesis, followed by the student answering the reviewers' technical questions.

Literature

Compulsory Reading

Further Reading

- Subject specific literature chosen by the student

Study Format myStudies

Study Format	Course Type
myStudies	Thesis Defense

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Presentation: Colloquium

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
30 h	0 h	0 h	0 h	0 h	30 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis Defense

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Presentation: Colloquium

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
30 h	0 h	0 h	0 h	0 h	30 h

Instructional Methods	
☐ Learning Sprints®	☐ Review Book
☐ Course Book	☐ Creative Lab
☐ Vodcast	☐ Guideline
☐ Shortcast	☐ Live Tutorium/Course Feed
☐ Audio	☑ Slides
☐ Exam Template	