

# MODULE HANDBOOK

**Master of Arts**

International Management (FS-MAINTE-120)

120 ECTS

Distance Learning

Classification: consecutive

# Contents

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## 1. Term

### **Module DLMINTMAB\_E: Managing Across Borders**

Module Description .....	9
Course DLMINTMAB01_E: Managing Across Borders .....	11

### **Module DLMARM: Advanced Research Methods**

Module Description .....	15
Course DLMARM01: Advanced Research Methods .....	17

### **Module DLMINTIM\_E: Intercultural Management**

Module Description .....	21
Course DLMINTIM01_E: Intercultural Management .....	23

### **Module DLMBPM: Performance Measurement**

Module Description .....	27
Course DLMBPM01: Performance Measurement .....	29

### **Module DLMAST-01\_E: Applied Statistics**

Module Description .....	33
Course MMET02-01_E: Applied Statistics .....	35

### **Module DLMBAEBCG: Business Ethics and Corporate Governance**

Module Description .....	39
Course DLMBAEBCG01: Business Ethics and Corporate Governance .....	41

---

## 2. Term

### **Module DLMBLSE: Leadership**

Module Description .....	49
Course DLMBLSE01: Leadership .....	51

### **Module DLMMARE: International Marketing**

Module Description .....	57
Course DLMMARE01: International Marketing .....	59

### **Module DLMNEGE-01: Negotiation**

Module Description .....	63
Course DLMNEGE01-01: Negotiation .....	65

**Module DLMINTIFM\_E: International Financial Management**

Module Description .....	69
Course DLMINTIFM01_E: International Financial Management .....	71

**Module DLMINRL\_E: International Financial Accounting**

Module Description .....	75
Course MINR01-02_E: International Financial Accounting .....	77

**Module DLMSIHRM\_E: Seminar: International Human Resource Management**

Module Description .....	81
Course DLMSIHRM01_E: Seminar: International Human Resource Management .....	83

---

**3. Term****Module DLMB SME: Strategic Management**

Module Description .....	91
Course DLMB SME01: Strategic Management .....	93

**Module DLMINTSATIM\_E: Seminar: Current Issues in International Management**

Module Description .....	97
Course DLMINTSATIM01_E: Seminar: Current Issues in International Management .....	99

**Module DLMBSPBE: Sales, Pricing and Brand Management**

Module Description .....	103
Course DLMBSPBE01: Global Brand Management .....	106
Course DLMBSPBE02: Sales and Pricing .....	110

**Module DLMB CFIE: Corporate Finance and Investment**

Module Description .....	115
Course DLMB CFIE01: Advanced Corporate Finance .....	118
Course DLMB CFIE02: Investment Analysis & Portfolio Management .....	122

**Module DLMBITPAM: IT Project and Architecture Management**

Module Description .....	127
Course DLMBITPAM01: IT Project Management .....	130
Course DLMBITPAM02: IT Architecture Management .....	133

**Module DLMBMMIIT: Manufacturing Methods Industry 4.0 and Internet of Things**

Module Description .....	137
Course DLMBMMIIT01: Internet of Things .....	139
Course DLMBMMIIT02: Manufacturing Methods Industry 4.0 .....	143

**Module DLMIMWKI: Artificial Intelligence**

Module Description .....	147
--------------------------	-----

Course DLMAIAI01: Artificial Intelligence .....	149
Course DLMAISAI01: Seminar: AI and Society .....	152
<b>Module DLMBDSA: Data Science and Analytics</b>	
Module Description .....	155
Course DLMBDSA01: Data Science .....	157
Course DLMBDSA02: Analytical Software and Frameworks .....	161
<b>Module MWCH_E: Supply Chain and Sourcing Management</b>	
Module Description .....	165
Course MWCH01_E: Global Supply Chain Management .....	168
Course MWCH02_E: Supply Chain Risk Management and Controlling .....	172
<b>Module DLMBCBR: Consumer Behavior and Research</b>	
Module Description .....	177
Course DLMBCBR01: International Consumer Behavior .....	180
Course DLMBCBR02: Applied Marketing Research .....	183
<b>Module DLMBACCE: Accounting</b>	
Module Description .....	187
Course DLMBACCE01: Advanced Management Accounting & Control .....	190
Course DLMBACCE02: Current Issues in Accounting .....	195
<b>Module DLMBITGSM: IT Governance and Service Management</b>	
Module Description .....	199
Course DLMBITGSM01: IT Service Management .....	202
Course DLMBITGSM02: IT Governance and Compliance .....	205
<b>Module DLMBPDDT: Product Development and Design Thinking</b>	
Module Description .....	209
Course DLMBPDDT01: Product Development .....	211
Course DLMBPDDT02: Design Thinking .....	214
<b>Module DLMBBD: Big Data</b>	
Module Description .....	217
Course DLMBBD01: Data Utilization .....	219
Course DLMBBD02-01: Application Scenarios and Case Studies .....	223
<b>Module DLMAIEAR: Advanced Robotics 4.0</b>	
Module Description .....	227
Course DLMAIEAR01: Industrial and Mobile Robots .....	229
Course DLMAIEAR02: Project: Collaborative Robotics .....	233

---

#### 4. Term

**Module MMTHE: Master Thesis**

Module Description . . . . .	241
Course MMTHE01: Master Thesis . . . . .	243
Course MMTHE02: Colloquium . . . . .	246

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2021-08-15

# 1. Term

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## Managing Across Borders

Module Code: DLMINTMAB\_E

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

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

### Module Coordinator

Prof. Dr. Markus Prandini (Managing Across Borders)

### Contributing Courses to Module

- Managing Across Borders (DLMINTMAB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- International economic and business environment
- Globalization and international competitiveness
- International Trade
- International financial and capital markets
- International organizations and economic integration
- Current hot spots in the international economic and business environment

### Learning Outcomes

#### Managing Across Borders

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

#### Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

#### Links to other Study Programs of IUBH

All Master Programs in the Business & Management fields

# Managing Across Borders

Course Code: DLMINTMAB01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The interdependence of economies, markets and technologies has increased continuously over the past decades. In addition to the former three dominant economic areas of the USA, Europe and Japan, emerging markets have joined the group, which play an increasingly important role in world trade. Global networking creates both opportunities and risks for internationally active companies. In this course, students acquire a deeper understanding of global economic, political and technological interrelationships as a basis for strategic decisions of internationally operating companies. In addition to knowledge of international trade, international financial and capital markets, and international organizations, students will be able to form their own well-founded opinion on current developments and trends in the international economic and business environment by the end of this course.

## Course Outcomes

On successful completion, students will be able to

- identify the main developments and trends in the global economic environment and use them as a basis for business decisions.
- demonstrate the development of globalization and world trade in the last decades.
- explain the causes and effects of protectionism on a country's economic development.
- understand the interrelationships of international financial and capital markets and assess them with regard to the handling of exchange rate risks.
- explain the importance of international organizations such as the World Trade Organization (WTO) or the International Monetary Fund (IMF) for global cooperation.
- form their own opinion on current issues of international economic policy.

## Contents

1. International economic and business environment
  - 1.1 Economic environment
  - 1.2 Political environment
  - 1.3 Technological environment
2. Globalization and international competitiveness
  - 2.1 Definition and development of globalization
  - 2.2 Opportunities and threats of globalization
  - 2.3 International competitiveness

3. International Trade
  - 3.1 Theories and models of international trade
  - 3.2 Importance of international trade for an economy
  - 3.3 Protectionism as a threat to international business
4. International financial and capital markets
  - 4.1 Importance of international financial and capital markets for globally active companies
  - 4.2 International exchange rate regimes
  - 4.3 Hedging of exchange rate risks
5. International organizations and economic integration
  - 5.1 International organizations as the basis of the world economy (WTO, World Bank, ADB, IMF)
  - 5.2 Economic integration as driver for international business (EU, NAFTA, ASEAN)
  - 5.3 Regionalization of the world economy
6. Current hot spots in the international economic and business environment
  - 6.1 USA-China: Struggle for political and economic supremacy
  - 6.2 Emerging Markets: new players in the global economy
  - 6.3 Agenda 2030: Sustainable Development Goals (SDG)

### Literature

#### Compulsory Reading

#### Further Reading

- Asian Development Bank. <https://www.adb.org/> [accessed on 17 August 2020].
- Cavusgil, S.T. / Knight, G. / Riesenberger, J.R. (2019): International Business: The New Realities. 5th Global Edition. Pearson, Harlow England.
- Collinson, S. / Rugman, A. M. / Narula, R. (2017): International business [electronic resource]. Pearson, Harlow England.
- Global Edge. <https://globaledge.msu.edu/> [accessed on 17 August 2020].
- Hill, C.W. / Hult, C.T. (2016): International Business. Competing in the International Marketplace. 11th Edition. McGraw-Hill Higher Education, New York.
- International Monetary Fund. <https://www.imf.org/> [accessed on 17 August 2020].
- World Bank Group. <https://www.worldbank.org/> [accessed on 17 August 2020].
- World Trade Organization. <https://www.wto.org/> [accessed on 17 August 2020].

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMINTMAB01\_E

## Advanced Research Methods

Module Code: DLMARM

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

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

### Module Coordinator

Prof. Dr. Markus Prandini (Advanced Research Methods)

### Contributing Courses to Module

- Advanced Research Methods (DLMARM01)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium

Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Social science and research paradigms
- Case study research
- Specific topics of qualitative research
- Advanced issues of qualitative research conceptualization and data analysis
- Underlying assumptions of quantitative research: concepts and consequences
- Evaluation research

**Learning Outcomes****Advanced Research Methods**

On successful completion, students will be able to

- understand and apply scientific methodologies in conducting empirical research.
- plan, design, and prepare research proposals.
- differentiate between different types of case studies, select and apply different data collection strategies.
- plan, conduct, and analyze case studies and surveys.
- scientifically analyze quantitative and qualitative data.
- conduct evaluation research to determine quality of research.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of IUBH**

All Master Programmes in the Business & Management fields



## Advanced Research Methods

Course Code: DLMARM01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Advanced research methods, specifically business research, is scientific inquiry that attempts to uncover new information which helps a business improve performance, maximizing shareholder value while adhering to ethical and moral compliance standards. Managers seeking to conduct empirical research must maintain validity, reliability, and trustworthiness when utilizing scientific methodologies in order to produce meaningful and actionable results. Research proposals are typically written prior to conducting research, which have a certain structure, enabling the researcher to properly plan, conduct, and analyze case studies and surveys. Different data collection strategies are used to collect both qualitative and quantitative data, depending on the research proposal goals. Managers utilize their understanding of research methodologies to accurately assess the quality of research.

### Course Outcomes

On successful completion, students will be able to

- understand and apply scientific methodologies in conducting empirical research.
- plan, design, and prepare research proposals.
- differentiate between different types of case studies, select and apply different data collection strategies.
- plan, conduct, and analyze case studies and surveys.
- scientifically analyze quantitative and qualitative data.
- conduct evaluation research to determine quality of research.

### Contents

1. Theoretical Background: Social Science and Research Paradigms
  - 1.1 What is a Paradigm?
  - 1.2 Empiricism
  - 1.3 Critical Rationalism
  - 1.4 Epistemological Anarchism
  - 1.5 Structural Functionalism
  - 1.6 Symbolic Interactionism
  - 1.7 Ethnomethodology

2. Case Study Research
  - 2.1 Types of Case Study Research
  - 2.2 Maintaining Quality in Case Study Research
  - 2.3 Case Study Design
  - 2.4 Implementing Case Studies
  - 2.5 Analyzing Case Studies
3. Specific Topics of Qualitative Research
  - 3.1 Idea Generation
  - 3.2 Critical Incident Technique
  - 3.3 Understanding Communication: Discourse Analysis
  - 3.4 Perceiving Perception: Interpretive Phenomenological Analysis
4. Advanced Issues of Qualitative Research Conceptualizing and Data Analysis
  - 4.1 Measurement Theory
  - 4.2 Index and Scale Construction
  - 4.3 Types of Scale Construction
  - 4.4 The Problem of Nonresponse and Missing Data
  - 4.5 Implications of IT for Research Strategies
5. Underlying Assumptions of Quantitative Research: Concepts and Consequences
  - 5.1 Classical Test Theory
  - 5.2 Probabilistic Test Theory
  - 5.3 Advanced Topics of Test Theory
6. Evaluation Research
  - 6.1 What is Evaluation Research?
  - 6.2 Types of Evaluation Research
  - 6.3 Meta-Analysis
  - 6.4 Meta-Evaluation

**Literature****Compulsory Reading****Further Reading**

- Babbie, E. R. (2016).  
The practice of social research  
(14th ed.). Boston, MA: Cengage Learning.
- Camargo, F. R., & Henson, B. (2015). Beyond usability: Designing for consumers' product experience using the Rasch model.  
Journal of Engineering Design, 26  
(4-6), 121-139.
- Olson, L. E. (2014). Articulating a role for program evaluation in responsible conduct of research programs.  
Accountability in Research, 21  
(1), 26-33.
- Tumele, S. (2015). Case study research.  
International Journal of Sales, Retailing and Marketing, 4  
(9), 68-78.
- Tursch, P., Steinberg, F., & Woll, R. (2014). A first step towards engineer-oriented adaptation of the Repetory Grid Technique.  
Total Quality Management & Business Excellence, 25(7-8), 734-749.
- Zickar, M. J. (2012). A review of recent advances in item response theory.  
Research in Personnel and Human Resources Management, 31  
, 145-176.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Intercultural Management

Module Code: DLMINTIM\_E

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

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

## Module Coordinator

Prof. Dr. Markus Prandini (Intercultural Management)

## Contributing Courses to Module

- Intercultural Management (DLMINTIM01\_E)

## Module Exam Type

### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Fundamentals and classification of intercultural management
- Role and importance of intercultural management for companies
- Diversity management in intercultural management
- Entrepreneurial aspects in decision-making for intercultural management
- Focal points of intercultural management
- Intercultural management in selected countries

**Learning Outcomes****Intercultural Management**

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields

# Intercultural Management

Course Code: DLMINTIM01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

With the ever growing globalization of the economy, the demands on managers and employees to operate successfully in an international environment have increased. An important core competence of internationally active companies is the skill to competently deal with the idiosyncrasies of other cultures. In business administration, an independent discipline of intercultural management has therefore been developed to examine the behavior and cooperation of people from countries and organizations around the world and to derive recommendations for successful interactions on a corporate and personal level. This course provides students with a conceptual framework for a systematic understanding of the concept of culture, cultural synergies and differences, and the convergence and divergence of cultural norms and values. Students acquire the knowledge and intercultural skills necessary to manage and work across borders and cultures in a changing global business environment.

## Course Outcomes

On successful completion, students will be able to

- recognize and classify intercultural management as an independent discipline in business administration.
- use important cultural theories and cultural dimensions as a basis for business decisions in an international context.
- analyze relevant core competencies of a company for successful intercultural management and apply them in concrete situations.
- identify and manage culture-specific influences on the strategy, marketing and human resources of internationally active companies.
- apply important aspects of intercultural management in leadership, communication and cooperation in international teams.
- demonstrate cultural sensitivity and deeper understanding of international cooperation with selected cultural regions (Germany, USA, China).

## Contents

1. Fundamentals and classification of intercultural management
  - 1.1 Intercultural management as an independent discipline in business administration
  - 1.2 Important cultural concepts as basis for intercultural management
  - 1.3 Important cultural dimensions as basis for intercultural understanding

2. Role and importance of intercultural management for companies
  - 2.1 International developments and contexts for enterprises
  - 2.2 Connection between national culture and corporate culture
  - 2.3 Entrepreneurial core competencies for successful intercultural management
3. Diversity management in intercultural management
  - 3.1 Working with diversity in companies
  - 3.2 Management styles in individualistic and collectivist cultures
  - 3.3 Reconciliation of cultural dilemmas
4. Entrepreneurial decision-making dimensions of intercultural management
  - 4.1 Strategy
  - 4.2 Marketing
  - 4.3 Human Resources Management (HRM)
5. Focal points of intercultural management
  - 5.1 Intercultural management and Corporate Governance
  - 5.2 Intercultural communication
  - 5.3 Intercultural teamwork
6. Intercultural management in selected countries
  - 6.1 Germany
  - 6.2 USA
  - 6.3 China

### Literature

#### Compulsory Reading

#### Further Reading

- Browaays, M-J. / Price, R. (2015): Understanding Cross-Cultural Management. 3rd Edition, Pearson, Upper Saddle River.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Steers, R. M. / Nardon, L. / Sanchez-Runde, C. J. (2016): Management across Cultures. Developing Global Competencies. Cambridge University Press, Cambridge.
- Thomas, D.C. / Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.
- Trompenaars, F. (2012): Riding the Waves of Culture. Understanding Cultural Diversity in Global Business. 3rd Edition, N. Brealey Publishing, London/Boston.



**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMINTIM01\_E

## Performance Measurement

Module Code: DLMBPM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction</b> English
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### Module Coordinator

Dr. Tobias Broweleit (Performance Measurement)

### Contributing Courses to Module

- Performance Measurement (DLMBPM01)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Performance measurement concepts
- Measuring financial performance
- Drivers of financial and operational performance

### Learning Outcomes

#### Performance Measurement

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

#### Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

## Performance Measurement

Course Code: DLMBPM01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MBA	English		5	None

### Course Description

After specifying a company's strategic goals, managers face the challenge to implement these strategies. Performance measurement and performance management support the implementation of strategy by using performance measures to address financial and non-financial/operational aspects. Consequently, students get to know the function of performance measurement and performance management as part of the overall management functions. Furthermore, they will acquire an understanding of various performance aspects (e.g. financial drivers measured by the economic value added, customer drivers measured and managed by customer lifetime value, process drivers measured and managed in the context of continuous improvement programs). Understanding financial performance measurement concepts is especially crucial before students go on to identify operational drivers.

### Course Outcomes

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

**Contents**

1. Performance Measurement as Part of the Overall Management Framework
  - 1.1 Theories Before 1950
  - 1.2 Theories After 1950
2. Measuring Financial Performance
  - 2.1 Reviewing Traditional Models of Financial Performance Measurement
  - 2.2 The Economic Value Added (EVA) Metric
3. Drivers of Operational Performance
  - 3.1 The Five Operations Performance Objectives
  - 3.2 Analysis of Performance Drivers
4. Customer Profitability Analysis, Lifetime Value, and Benchmarking
  - 4.1 Profitability Analysis
  - 4.2 Customer Lifetime Value
  - 4.3 Benchmarking
5. Intellectual Capital Measurement and Management
  - 5.1 Importance and Challenges of Intellectual Capital Measurement
  - 5.2 Approaches of Managing and Measuring Intellectual Capital
6. Performance Measurement Concepts
  - 6.1 Objectives of Performance Measurement Systems
  - 6.2 The Balanced Scorecard
  - 6.3 Performance Prism and SMART Pyramid
  - 6.4 European Foundation for Quality Management (EFQM)
7. Common Characteristics of Different Concepts
  - 7.1 Common Characteristics of Different Concepts
  - 7.2 Pitfalls in Performance Measurement and Management

**Literature****Compulsory Reading****Further Reading**

- Bible, L., Kerr, S., & Zanini, M. (2006). The balanced scorecard: Here and back. *Management Accounting Quarterly*, 7(4), 18–23.
- Hammer, M. (2004). Deep change: How operational innovation can transform your company. *Harvard Business Review*, 85(4), 85–93.
- Ittner, C. D., & Larcker, D. F. (2003). Coming up short on non-financial performance measurement. *Harvard Business Review*, 84(11), 88–95.
- Kaplan, R. S., & Norton, D. P. (2008). Mastering the management system. *Harvard Business Review*, 89(1), 63–77.
- Kumar, V., & Rajan, B. (2009). Profitable customer management: Measuring and maximizing customer lifetime value. *Management Accounting Quarterly*, 10(3), 1–18.
- Neely, A. (Ed.). (2007). *Business performance measurement: Theory and practice* (2nd ed.). Cambridge, MA: Cambridge University Press.
- Speckbacher, G., Bischof, J., & Pfeifer, T. (2003). A descriptive analysis on the implementation of balanced scorecards in German-speaking countries. *Management Accounting Research*, 14(4), 361–387.
- Simons, R. (2000). *Performance measurement and control systems for implementing strategy: Text and Cases* (International edition). Upper Saddle River, NJ: Prentice Hall.
- Young, D. S., & O’Byrne, S. F. (2001). *EVA and value-based management: A practical guide to implementation*. New York, NY: McGraw Hill.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed



## Applied Statistics

Module Code: DLMAST-01\_E

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

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

### Module Coordinator

Prof. Dr. Cordula Kreuzenbeck (Applied Statistics)

### Contributing Courses to Module

- Applied Statistics (MMET02-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Data and statistics
- Bivariate analysis
- Probability distributions and measures
- Statistical estimation methods
- Hypothesis testing
- Single regressions

**Learning Outcomes****Applied Statistics**

On successful completion, students will be able to

- recognize and explain the role and importance of statistical methods in practical decision-making processes.
- understand the relevance of data to answer empirical questions.
- apply statistical methods in the overall context of concrete problems.
- solve statistical problems by using special statistical software.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields

# Applied Statistics

Course Code: MMET02-01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

In everyday working life, enormous amounts of data are continuously generated, for example in production processes, customer data or population statistics. In this context, the field of statistics is a useful discipline that enables the user to analyze and evaluate this data in order to get to the information content of the underlying data. This information can make a valuable contribution to the control or optimization of underlying processes and knowledge, or help to support strategic or social decisions. Methods of descriptive and inferential statistics are considered in uni-, bi- and multivariate ways and discussed with reference to probability theory.

## Course Outcomes

On successful completion, students will be able to

- recognize and explain the role and importance of statistical methods in practical decision-making processes.
- understand the relevance of data to answer empirical questions.
- apply statistical methods in the overall context of concrete problems.
- solve statistical problems by using special statistical software.

## Contents

1. Basics
  - 1.1 Descriptive statistics
  - 1.2 Closing statistics
  - 1.3 Probability calculation
2. Bivariate analyses
  - 2.1 Crosstabulations
  - 2.2 Mean comparison test
  - 2.3 Correlations
3. Probability distributions
  - 3.1 Random variables and their distributions
  - 3.2 Normal distribution
  - 3.3 t distribution

4. Statistical estimation methods
  - 4.1 Point estimation
  - 4.2 Interval estimation
5. Hypothesis Testing
  - 5.1 Expected value with known standard deviation (z-test)
  - 5.2 Expected value with unknown standard deviation (t-test)
6. Simple Linear Regression\*
  - 6.1 Conceptual considerations
  - 6.2 Regression line
  - 6.3 Quality assessment
  - 6.4 Applications

**Literature****Compulsory Reading****Further Reading**

- Anderson, T.W. (2003): An Introduction to Multivariate Statistical Analysis. 3rd edition, Wiley-Interscience, New York, NY.
- Chiang, A.C. / Wainright, K. (2005): Fundamental Methods of Mathematical Economics. McGraw- Hill, New York, NY.
- Cody, R. P. / Smith, J. K. (2005): Applied Statistics and the SAS Programming Language. 5th Edition, Prentice Hall, Upper Saddle River, NJ.
- Heumann, C. / Schomaker, M. / Shalabh (2016): Introduction to Statistics and Data Analysis: With Exercises, Solutions and Applications in R. Springer, Cham.
- Kleinbaum, D. G / Klein, M. (2010): Logistic Regression. A Self-Learning Text (Statistics for Biology and Health). 3rd Edition, Springer, Heidelberg.
- Stock, J. H. et al. (2014): Introduction to Econometrics GlobalEdition. PearsonEducation, Boston, MA.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

MMET02-01\_E

## Business Ethics and Corporate Governance

Module Code: DLMBAEBECG

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None	MBA	5	150 h

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

### Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Business Ethics and Corporate Governance)

### Contributing Courses to Module

- Business Ethics and Corporate Governance (DLMBAEBECG01)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium

Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to Business Ethics and Corporate Governance
- Ethics Theories
- Business Ethics Problem Areas and Solutions
- Basic Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Combining Business Ethics and Corporate Governance

**Learning Outcomes****Business Ethics and Corporate Governance**

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Economics

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields



# Business Ethics and Corporate Governance

Course Code: DLMBAEBECG01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

Within the framework of the course "Business Ethics and Corporate Governance", the students prepare a written assignment for which they have to select one out of a variety of topics proposed in the Learning Management System. Students are required to demonstrate their capacity to link business ethics and corporate governance, both theoretically and based on an example from business practice. The students show the ability to familiarize themselves with the topic, to link scientific theory and entrepreneurial practice and to present their findings in a structured systematic way.

## Course Outcomes

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

## Contents

1. Introduction to Business Ethics and Corporate Governance
  - 1.1 Basic Terms and Definitions in Business Ethics
  - 1.2 Basic Terms and Definitions in Corporate Governance
  - 1.3 The Link between Business Ethics and Corporate Governance
2. Ethics Theories
  - 2.1 Ethics Theories
  - 2.2 Comparison between Deontology and Utilitarianism
  - 2.3 Business Ethics Concepts evolving from Ethics Theories

3. Business Ethics Problem Areas and Solutions
  - 3.1 Categorization of Ethical Problems in Business
  - 3.2 Components of a Corporate Ethics Program
  - 3.3 Ethics Implementation in Business Practice
4. Basic Perspectives of Corporate Governance
  - 4.1 Important Terms and Definitions of Corporate Governance
  - 4.2 Approaches to Corporate Governance
  - 4.3 The Concept of Control
5. Monitoring Concepts for Corporate Governance
  - 5.1 Governance Mechanisms
  - 5.2 Governance Systems
  - 5.3 Corporate Governance Codes
6. Combining Business Ethics and Corporate Governance
  - 6.1 Linking Business Ethics and Corporate Governance
  - 6.2 Developing an Ethically Oriented Corporate Governance
  - 6.3 Leadership in the Context of Ethical Corporate Governance

## Literature

### Compulsory Reading

### Further Reading

- Rossouw, D./van Vuuren, L. (2018): Business Ethics. 6. Auflage, Oxford University Press, SA.
- Schnebel, E. (2017): Wirtschaftsethik im Management. Rationalität und Verantwortung in organisationalen Handlungen. Springer Gabler Verlag, Wiesbaden.
- Welge, M. K./Eulerich, M. (2012): Corporate-Governance-Management. Theorie und Praxis der guten Unternehmensführung. Springer Fachmedien, Wiesbaden.
- Clarke, T./Branson, D. (Hrsg.) (2012): The Sage Handbook of Corporate Governance. Sage, London.
- Müller-Seitz, G./Braun, T. (2013): Erfolgreich Abschlussarbeiten verfassen im Studium der BWL und VWL. Pearson, Halbergmoos.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMBAEBECG01





## 2. Term

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## Leadership

Module Code: DLMBLSE

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None	MBA	5	150 h

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

### Module Coordinator

Prof. Dr. Georg Berkel (Leadership)

### Contributing Courses to Module

- Leadership (DLMBLSE01)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Foundations of professional leadership
- Leadership and motivation in the corporation
- Leadership and corporate culture
- Leadership and change management

### Learning Outcomes

#### Leadership

On successful completion, students will be able to

- Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

#### Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

# Leadership

Course Code: DLMBLSE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

In today's knowledge-based society, employees are a firm's most valuable resource. A key responsibility of leadership is to develop the knowledge, expertise, and skills of employees. Good leadership is crucial for the continued success of a firm in the face of increasingly competitive markets. This course presents the necessary competencies of the leader in a modern, knowledge-based organization. Central questions raised by modern leadership theory are presented and discussed. In doing so, the course focuses on requirements and instruments of professional leadership, aspects of situational leadership, and leadership communication and interactions, both in the context of strategic management and change processes. The methodological and conceptual foundations of leadership are presented to students, along with empirical examples and best-practice principles, with the intent for students to master the challenges of enhancing the firm's most valuable asset—its employees—via professional and contemporary leadership practices.

## Course Outcomes

On successful completion, students will be able to

- Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

**Contents**

1. An Overview of Leadership
  - 1.1 Leadership and Personality: Trait Theories
  - 1.2 Leadership as a Skill: Attribute and Behavior Theories
  - 1.3 Positive Reinforcement: Behavioral Theories
  - 1.4 Leadership Dependent on the Situation: Situational Approaches
  - 1.5 Situational and Contingency Theories
  - 1.6 Theory of Functional Leadership Behavior
  - 1.7 Integrated Psychological Theory
  - 1.8 Transactional and Transformative Leadership
  - 1.9 Leadership as an Emotionally Charged Process
  - 1.10 Neo-Emergent Theory
2. Leadership as a Social Role
  - 2.1 Roles and Groups
  - 2.2 Role Types
  - 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
  - 2.4 The Individual and The Group – Conforming and Deviating Behavior
  - 2.5 The Problems of Formalized Role Understanding and Self-Concept
3. Leadership from the Employee's Perspective
  - 3.1 General Expectations for Managers
  - 3.2 Truthfulness and Authenticity
  - 3.3 Handling Conflicts Competently
  - 3.4 Conflicts in Groups
  - 3.5 Conflict Resolution Pattern According to Matzat
  - 3.6 Enthusiasm
  - 3.7 Ability to Cope with Pressure
  - 3.8 Assertiveness
  - 3.9 Empathy
  - 3.10 Expertise

4. Leadership from the Manager's Perspective
  - 4.1 Self-Concept as a Manager
  - 4.2 Locomotion and Cohesion
  - 4.3 Individual Problems and Learning Dimensions of Management Behavior
  - 4.4 The Concept of Human Nature and Its Influence on Management Behavior: Theories from Maslow, McGregor, and Herzberg
  - 4.5 Ambiguity Tolerance
5. Management Tools
  - 5.1 Management Tools - Definition
  - 5.2 Organizational Management Tools
  - 5.3 Personnel Management Tools
6. Managerial Functions
  - 6.1 Responsibilities of a Manager
  - 6.2 Communication
  - 6.3 Foundations of Interpersonal Communication
  - 6.4 Planning
  - 6.5 Setting Objectives
  - 6.6 Delegating
  - 6.7 Controlling
  - 6.8 Creating a Feedback Culture
7. Organizational Change
  - 7.1 Knowledge
  - 7.2 Cultural Value Change and Subjectification
  - 7.3 Globalization
  - 7.4 Technological Progress
  - 7.5 Change Management – Leadership in Times of Change
8. Successful Employee Management
  - 8.1 Measuring Leadership Style and Leadership Behavior
  - 8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)
  - 8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria
  - 8.4 Validation of Leadership Success Using Situational Factors
  - 8.5 Leadership Principles Guiding Leadership Behavior

**Literature****Compulsory Reading**

- Bloisi, W. C., Cook, C., & Hunsaker, C. W. (2006). Management and organisational behaviour. McGraw-Hill Education.
- Burnes, B. (2009). Managing change (5th ed.). Harlow: Prentice Hall.
- Coleman, P. T., Deutsch, M., & Marcus, E. C. (2014). The handbook of conflict resolution (3rd ed.). San Francisco: Jossey-Bass.
- Conger, J. A., & Riggio, R. E. (2006). The practice of leadership: Developing the next generation of leaders. Hoboken, NJ: John Wiley.
- Hannum, K., Martineau, J. W., & Reinelt, C. (Eds.). (2006). The handbook of leadership development evaluation. San Francisco: Jossey-Bass.
- Harvard Business Essentials. (2007). Managers toolkits: The 13 skills managers need to succeed. Boston: Harvard Business School Press.
- Kotter, J. (2002). The heart of change. Boston: Harvard Business School Press.
- Peters, T. (2005). Leadership: Tom Peter's essentials. New York, NY: DK Publishing.
- Thompson, L. (2013). Making the team (5th ed.). Harlow: Pearson.
- Ury, B., Brett, J. M., & Goldberg, S. B. (1993). Getting disputes resolved: Designing systems to cut the costs of conflict. San Francisco: Jossey-Bass.

**Further Reading**

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMBLSE01



## International Marketing

Module Code: DLMMARE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction</b> English
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### Module Coordinator

Prof. Dr. Maren Weber (International Marketing)

### Contributing Courses to Module

- International Marketing (DLMMARE01)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to international marketing
- The international context of corporations
- International marketing strategies
- Features of the marketing-mix specific to the international context
- Trends in international marketing

**Learning Outcomes****International Marketing**

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Marketing & Sales.

**Links to other Study Programs of IUBH**

All Master Programmes in the Marketing & Communication field.

# International Marketing

Course Code: DLMMARE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services. The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context. The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the “PEST Analysis” (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context. Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.

## Course Outcomes

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

## Contents

1. Introduction to International Marketing
  - 1.1 Issues Related to International Marketing
  - 1.2 Environmental Factors in International Market Development
  - 1.3 Features of Buying Behavior in International Marketing

2. International Marketing Strategies
  - 2.1 Marketing Segmentation and Market Selection
  - 2.2 Market Entry Strategy
  - 2.3 Market Exit Strategy
3. International Market Research
  - 3.1 Qualitative and Quantitative Primary Research
  - 3.2 International Survey and Observations
4. International Marketing for Specific Sectors
  - 4.1 Industrial Goods Sector
  - 4.2 Consumer Goods Sector
  - 4.3 Wholesale and Retail Sector
  - 4.4 Service Sector
5. International Products
  - 5.1 Product Policy
  - 5.2 Product Mix and Degree of Standardization
  - 5.3 Brand Policy
6. International Pricing and Terms and Sales Policies
  - 6.1 Pricing on International Markets
  - 6.2 Types of Price Discrimination
  - 6.3 Credit and Discount Policy
7. International Promotion
  - 7.1 International Promotion
  - 7.2 International Promotion Mix
  - 7.3 Optimal Standardization
8. International Distribution
  - 8.1 Distribution Channels, Intermediaries, and Distribution Schemes
  - 8.2 Organizational Forms for International Market Development
  - 8.3 Potential for Standardization
9. International Marketing Mix
  - 9.1 Home Country Orientation
  - 9.2 Global Orientation
  - 9.3 Multinational Orientation

<b>Literature</b>
<b>Compulsory Reading</b>
<p><b>Further Reading</b></p> <ul style="list-style-type: none"> <li>▪ Bradley, F. (2005). <i>International marketing strategy</i> (5th ed.). Upper Saddle River, NJ: Prentice Hall.</li> <li>▪ Cateora, P. R., Gilly, M. C., &amp; Graham, J. L. (2008). <i>International marketing</i> (14th ed.). London: McGraw Hill.</li> <li>▪ Czinkota, M. R., &amp; Ronkainen, I. A. (2007). <i>International marketing</i> (8th ed.). Mason: Thomson South-Western.</li> <li>▪ Hollensen, S. (2010). <i>Global marketing</i> (5th ed.). Harlow: Pearson Education.</li> <li>▪ Keegan, W. J., &amp; Green, M. C. (2015). <i>Global marketing: Global edition</i> (8th ed.). New York, NY: Pearson Higher Education.</li> <li>▪ Keller, L. K. (2011). <i>Strategic brand management: A European perspective</i> (2nd ed.). Upper Saddle River, NJ: Financial Times Prentice Hall.</li> <li>▪ Kotabe, M., &amp; Helsen, K. (2010). <i>Global marketing management</i> (5th ed.). New York, NY: Wiley.</li> <li>▪ Kotler, P., Keller, K. L., Brady, M., Goodman, M., &amp; Hansen, T. (2012). <i>Marketing management</i> (2nd ed.). Upper Saddle River, NJ: Prentice Hall International.</li> <li>▪ Mühlbacher, H., Leihs, H., &amp; Dahringer, L. (2006). <i>International marketing: A global perspective</i> (3rd ed.). Boston, MA: Cengage Learning EMEA.</li> <li>▪ Reviews: <ul style="list-style-type: none"> <li>▪ Chandrasekaran, D., &amp; Tellis, G. J. (2008). Global takeoff of new products: Culture, wealth, or vanishing differences? <i>Marketing Science</i>, 27(5), 844–860.</li> <li>▪ Douglas, S. P., &amp; Craig, C. S. (2011). Convergence and divergence: Developing a semi global marketing strategy. <i>Journal of International Marketing</i>, 19(1), 82–101.</li> <li>▪ Johnson, J., &amp; Tellis, G. J. (2008). Drivers of success for market entry into China and India. <i>Journal of Marketing</i>, 72(3), 1–13</li> <li>▪ Levitt, T. (1983). The globalization of markets. <i>Harvard Business Review</i>, 61(3), 92–102.</li> <li>▪ Powers, T. L. (2010). Adaptation of marketing mix elements in international markets. <i>Journal of Global Marketing</i>, 23(1), 65–79.</li> <li>▪ Tianjiao, Q. (2014). Product diversification and market value of large international firms: A macro environmental perspective. <i>Journal of International Marketing</i>, 22(4), 86–107.</li> <li>▪ Schilke, O., Reimann, M., &amp; Thomas, J. S. (2009). When does international marketing standardization matter to firm performance. <i>Journal of International Marketing</i>, 17(4), 24–26.</li> </ul> </li> </ul>

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

## Negotiation

Module Code: DLMNEGE-01

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

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

### Module Coordinator

Prof. Dr. Georg Berkel (Negotiation)

### Contributing Courses to Module

- Negotiation (DLMNEGE01-01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The significance and nature of negotiation
- The distribution of value
- Distributive negotiation tactics
- The creation of value
- Value creation negotiation tactics
- The negotiator's dilemma
- Learning to negotiate

**Learning Outcomes****Negotiation**

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of IUBH**

All Master Programmes in the Business & Management fields



# Negotiation

Course Code: DLMNEGE01-01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The course enables students to learn about both the negotiation process and actually how to negotiate. In order to understand the rules that govern the interpersonal decision-making process that is negotiation, it is essential to have an in-depth understanding of the two sides of negotiation: the distribution of value and the creation of value. This course begins by introducing students to the pervasive nature of negotiation and some of the common myths and misconceptions that limit the potential benefits that can be gained through effective negotiation. It then delves into the concept of distribution value and the specific tactics that can be employed in order to arrive at the most favorable outcome. Students will then explore value creation and how to implement tactics to move from a win-lose scenario to a win-win. The course will then offer insights drawn from game theory (including the prisoner's dilemma, the "stag hunt game," the "tit-for-tat" strategy) before concluding with a focused exploration of how to manage the process of implementing negotiation theory in practice, avoiding pitfalls and allowing for effective negotiation learning.

## Course Outcomes

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

## Contents

1. The Significance and Nature of Negotiation
  - 1.1 The Nature and Types of Negotiation
  - 1.2 Misconceptions About Negotiation and Myths About Negotiators
2. The Distribution of Value
  - 2.1 The Pie: Zone of Possible Agreement
  - 2.2 Slicing the Pie: Maximizing Distributive Outcomes

3. Distributive Negotiation Tactics
  - 3.1 Distributive Negotiation To-Dos
  - 3.2 Learning Transfer
4. The Creation of Value
  - 4.1 Value Creation: From Win-Lose to Win-Win
  - 4.2 The Four Steps and the Three Types of Value Creation
5. Value Creation Negotiation Tactics
  - 5.1 Framing
  - 5.2 Value Creation Negotiation To-Dos
6. The Negotiator's Dilemma
  - 6.1 The Dilemma Between Creating and Distributing Value
  - 6.2 The Prisoner's Dilemma as a Metaphor for the Negotiator's Dilemma
  - 6.3 Coping Strategies: Tit-for-Tat Strategy and Changing Payoffs
7. Learning to Negotiate
  - 7.1 From Theory to Practice
  - 7.2 Three Challenges to Learning to Negotiate
  - 7.3 A Model for Negotiation Learning

## Literature

### Compulsory Reading

### Further Reading

- Bazerman, M. H., & Neale, M. A. (1993).  
Negotiating rationally  
. New York: The Free Press.
- Berkel, G. (2013). Contract management. In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.),  
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ready to negotiate.  
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own incompetence.  
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(3), 83–87.
- Fisher, R., Ury, W. L., & Patton, B. (2011).  
Getting to yes: Negotiating agreement without giving in  
(3rd ed.). London: Penguin Books.
- Galinsky, A. D., & Mussweiler, T. (2001). First offers as anchors: The role of perspective-  
taking  
and negotiator focus.  
Journal of Personality & Social Psychology, 81  
(4), 657–669.
- Gigerenzer, G. (2005). I think, therefore I err.  
Social Research 72

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## International Financial Management

Module Code: DLMINTIFM\_E

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

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

### Module Coordinator

Prof. Dr. Markus Prandini (International Financial Management)

### Contributing Courses to Module

- International Financial Management (DLMINTIFM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to International Financial Management
- International exchange rate management
- International finance
- International investment decisions
- International liquidity management
- International tax management

**Learning Outcomes****International Financial Management**

On successful completion, students will be able to

- identify the challenges of internationalization for financial management.
- explain the specifics, tasks and objectives of international financial management.
- understand the international monetary system and to implement adequate risk management and hedging measures.
- reflect the specifics of financing and capital budgeting measures in an international context in the decision-making process.
- apply the instruments of international liquidity management.
- provide an overview of international tax law, its effects and tax optimization strategies.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields

# International Financial Management

Course Code: DLMINTIFM01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

With the increasing advancement of globalization of the economy, it is hardly imaginable that today's companies operate exclusively on a regional or national level. This is especially true for companies with a high export share. However, international activities are accompanied by very specific business management challenges and questions that the financial management of a company must also face. In this course, students deal with the specifics of international financial management in a practical context. To this end, challenges for financial management resulting from internationalization are first worked out in order to then understand the framework, tasks and goals of international financial management. The main responsibilities include the management of exchange rates, investment decisions, financing, liquidity and taxes in an international context - which accordingly form the focus of this course. In each case, the basics and the relevance of the subject area are explained in order to then present, apply and critically reflect on adequate (financial) management strategies and instruments.

## Course Outcomes

On successful completion, students will be able to

- identify the challenges of internationalization for financial management.
- explain the specifics, tasks and objectives of international financial management.
- understand the international monetary system and to implement adequate risk management and hedging measures.
- reflect the specifics of financing and capital budgeting measures in an international context in the decision-making process.
- apply the instruments of international liquidity management.
- provide an overview of international tax law, its effects and tax optimization strategies.

## Contents

1. Introduction to international Financial Management
  - 1.1 Basics of financial management
  - 1.2 International financial management environment
  - 1.3 Objectives & tasks of international financial management

2. International foreign exchange management
  - 2.1 Introduction to the international monetary system
  - 2.2 Balance of payments, foreign exchange market & exchange rates
  - 2.3 Risk management & hedging strategies
3. International finance
  - 3.1 Financing of multinational companies
  - 3.2 Cost of capital of multinational companies
  - 3.3 Intra-group financing
4. International investment decisions
  - 4.1 Objectives and types of foreign investments
  - 4.2 Issues in foreign investment analysis
  - 4.3 Cost of capital for international investments
5. International liquidity management
  - 5.1 Liquidity planning of multinational companies
  - 5.2 Cash Management, Cash Pooling & Netting
  - 5.3 International trade finance
6. International tax management
  - 6.1 Basics of international tax law
  - 6.2 Transfer pricing & taxation of holding companies
  - 6.3 Possibilities of income transformation & tax optimization

**Literature****Compulsory Reading****Further Reading**

- Copeland, L. S. (2014): Exchange rates and international finance. 6th edition, Pearson, Harlow.
- Eiteman, David K. / Stonehill Arthur I. / Moffett Michael H. (2020): Multinational business finance. 15th edition, Pearson, Harlow.
- Hull, J. C. (2018): Options, futures, and other derivatives. 10th edition, Pearson, New York, NY.
- Moffett, M. H./ Stonehill, A. I. / Eiteman, D. K. (2018): Fundamentals of multinational finance. 6th edition, Pearson, New York, NY.
- Shapiro, A. C. / Hanouna, P. (2020): Multinational financial management. 11th edition, Wiley, Hoboken, NJ.



**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMINTIFM01\_E

## International Financial Accounting

Module Code: DLMINRL\_E

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

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

### Module Coordinator

Prof. Dr. Michel Charifzadeh (International Financial Accounting)

### Contributing Courses to Module

- International Financial Accounting (MINR01-02\_E)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Fundamentals of International Financial Reporting according to IFRS
- Property, plant, and equipment
- Intangible assets
- Financial instruments and hedge accounting
- Inventories
- Revenue recognition and construction contracts
- Provisions and deferred taxes
- Consolidated financial statements

**Learning Outcomes****International Financial Accounting**

On successful completion, students will be able to

- understand key international financial reporting standards (IFRS).
- analyze annual reports that have been prepared in accordance with IFRS.
- independently apply accounting standards in accordance with IFRS.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields

# International Financial Accounting

Course Code: MINR01-02\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

In recent years, economic activities and capital markets have become increasingly international, which has created the need to process and present financial information accordingly. This course provides important insights in accounting according to the International Financial Reporting Standards (IFRS). The course addresses problems relating to and the reasons for international accounting and discusses the need for international harmonization. In addition, the course covers practice-oriented areas of accounting, particularly property, plant and equipment, intangible assets, inventories, revenue recognition and provisions. A larger area deals with the treatment of financial instruments and in particular the area of hedge accounting. The course concludes with an outline of Group accounting under IFRS.

## Course Outcomes

On successful completion, students will be able to

- understand key international financial reporting standards (IFRS).
- analyze annual reports that have been prepared in accordance with IFRS.
- independently apply accounting standards in accordance with IFRS.

## Contents

1. Fundamentals of International Financial Reporting according to IFRS
  - 1.1 Management accounting and financial accounting
  - 1.2 Types of financial statements and reporting requirements
  - 1.3 Structure of the International Financial Reporting Standards
  - 1.4 Elements of financial statements
2. Property, plant, and equipment
  - 2.1 Scope, recognition and measurement
  - 2.2 Balance sheet features and disclosure
3. Intangible assets
  - 3.1 Recognition of expenditure on intangible resources, recognition and measurement
  - 3.2 Balance sheet features, disclosure and examples

4. Financial instruments and hedge accounting
  - 4.1 Principles of financial instruments and their recognition
  - 4.2 Classification and measurement of financial instruments
  - 4.3 Hybrid financial instruments, impairment, derecognition and disclosure
  - 4.4 Hedge accounting
5. Inventories
  - 5.1 Recognition, measurement and disclosure of inventories
6. Revenue recognition and construction contracts
  - 6.1 Revenue recognition
  - 6.2 Construction contracts
7. Provisions and deferred taxes
  - 7.1 Provisions
  - 7.2 Deferred taxes
8. Consolidated Financial Statements
  - 8.1 Groups and business combinations
  - 8.2 Consolidation

**Literature****Compulsory Reading****Further Reading**

- Alexander, B. / Jorissen, A. / Hoogendoorn, et al. (2020): International Financial Reporting and Analysis. 8th edition, Cengage, Boston.
- Kieso, D. / Weygandt, J. / Warfield, T. (2017): Intermediate Accounting. 3rd edition, John Wiley & Sons, New Jersey.
- Krimpmann, A. (2015): Principles of Group Accounting under IFRS. John Wiley & Sons, New Jersey.
- PKF International (2019): Wiley Interpretation and Application of International Financial Reporting Standards 2019. John Wiley & Sons, New Jersey.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

MINR01-02\_E



## Seminar: International Human Resource Management

Module Code: DLMSIHRM\_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	5	

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

### Module Coordinator

Prof. Dr. Katharina Rehfeld (Seminar: International Human Resource Management)

### Contributing Courses to Module

- Seminar: International Human Resource Management (DLMSIHRM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Fernstudium  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The aim of this module is to discuss and work on current and practice-relevant issues of International Human Resource Management (IHRM). The module deepens the fundamentals of IHRM by taking into account the context, theories, methods, instruments and practice of international IHRM. Emphasis is placed on debates associated with cultural differences and ethical issues. In addition, it helps to prepare the students for the final master thesis, since a seminar paper is required as the final examination.

**Learning Outcomes****Seminar: International Human Resource Management**

On successful completion, students will be able to

- name the most important issues in international HR management.
- work independently on a current topic in international HR management using current and relevant literature (monographs, professional and academic journals) and develop innovative methods of solution.
- apply the fundamentals of scientific work to write a seminar paper and prepare methodically for writing the final master thesis.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields

## Seminar: International Human Resource Management

Course Code: DLMSIHRM01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

HR Management differs from other business disciplines insofar that it is concerned with the management of a human resource, which brings with it special requirements and challenges. Not only the external framework conditions of HR management are changing, such as political, legal, economic, and socio-demographic conditions but also the internal framework conditions are subject to continuous change, such as the changing needs and expectations of employees, new forms of work and working time arrangements, contemporary forms of personnel management, etc. Against the background of globalization, HR management is increasingly confronted with international aspects and needs to position itself accordingly. In international corporations as well as in medium-sized companies that are in the process of internationalization, HR management needs to be in line with these changing conditions. The seminar deals with the application of the fundamentals of IHRM to current international topics, which have a high application and practical relevance.

### Course Outcomes

On successful completion, students will be able to

- name the most important issues in international HR management.
- work independently on a current topic in international HR management using current and relevant literature (monographs, professional and academic journals) and develop innovative methods of solution.
- apply the fundamentals of scientific work to write a seminar paper and prepare methodically for writing the final master thesis.

### Contents

- Current topics in international HR management. The following list of topics offers possible topics of the course:
  - International human resources development
  - International Recruiting
  - Opportunities and risks of foreign assignments of executives
  - Problems of reintegrating expatriats after their assignment abroad
  - Global Talent Management
  - International standardization of HR processes: between global standardization and local adaptation
  - Intercultural competence and personnel development
  - International remuneration policy

- Ethical aspects of international HR management

## Literature

### Compulsory Reading

### Further Reading

- Books:
  - Armstrong, M./Taylor, S. (2014): Armstrong's Handbook of Human Resource Management Practice. 13th edition, Kogan Page, London.
  - Briscoe, D. R./Schuler, R. S./Claus, L. M. (2009): International Human Resource Management. Policies and Practices for Multinational Enterprises. 3. Auflage, Routledge, London.
  - Dessler, G. (2013): Human Resource Management. 13th edition, Prentice Hall, Boston.
  - DGFP (Ed.) (2012): Shaping International Human Resources Management. Perspectives, structures, success factors, practical examples. Bertelsmann, Bielefeld.
  - Festing, M. et al. (2011): International Human Resources Management. 3rd edition, Gabler, Wiesbaden.
  - Schmeisser, W./Krimphove, D. (2010): International Human Resources Management and International Labor Law. Oldenbourg, Munich.
  - Scullion, H./Collings, D. G. (Hrsg.) (2011): Global Talent Management. Routledge, New York.
  - Sparrow, P./Brewster, C./Harris, H. (2004): Globalizing Human Resource Management. Routledge, London et al.
- Manual dictionaries:
  - Gaugler, E./Oechsler, W. A./Weber, W. (eds.) (2004): Handwörterbuch des Personalwesens. 3rd edition, Schäffer-Poeschel, Stuttgart.
  - Kieser, A./Reber, G./Wunderer, R. (Ed.) (1995): Handwörterbuch der Führung. 2nd edition, Schäffer-Poeschel, Stuttgart.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMSIHRM01\_E







## 3. Term

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# Strategic Management

Module Code: DLMBSME

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None	MBA	5	150 h

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

## Module Coordinator

Prof. Dr. Maren Weber (Strategic Management)

## Contributing Courses to Module

- Strategic Management (DLMBSME01)

## Module Exam Type

### Module Exam

Study Format: Fernstudium  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

**Learning Outcomes****Strategic Management**

On successful completion, students will be able to

- Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- Apply appropriate analysis tools in order to methodically address specific business decisions.
- Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses.
- Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- Evaluate strategies by employing appropriate controlling tools.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management.

**Links to other Study Programs of IUBH**

All Master Programmes in the Business & Management field.

# Strategic Management

Course Code: DLMBSME01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in markets and understand strengths and weaknesses of organizations that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within the organization. Exercises and case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

## Course Outcomes

On successful completion, students will be able to

- Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- Apply appropriate analysis tools in order to methodically address specific business decisions.
- Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses.
- Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- Evaluate strategies by employing appropriate controlling tools.

## Contents

1. What is Strategy?
  - 1.1 What is a Corporate Strategy?
  - 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
  - 1.3 Who Takes Part in Developing a Strategy?
  - 1.4 What is Included in a Solid Strategic Plan?

2. The Strategic Environment
  - 2.1 Where Are We in the Market Place? The Macro Environment
  - 2.2 Where Are We in the Market Place? The Micro Environment
  - 2.3 Analysis, Strategic Capabilities, and the Five Forces Model
3. The Position in the Market
  - 3.1 Why Do We Exist?
  - 3.2 What is Our Position in the Market?
  - 3.3 What Information Does the Company Need?
  - 3.4 What Capabilities Does the Company Have?
  - 3.5 What Capabilities Do Others Have?
4. What Strategic Options Are Available to the Strategic Business Unit (SBU)?
  - 4.1 What Strategic Options Does the SBU Have?
  - 4.2 Interactive Strategies
  - 4.3 Product Life Cycle
5. What Strategic Options Are Available to the Corporation?
  - 5.1 Areas to Consider When Formulating a Strategy
  - 5.2 Strategic Options
  - 5.3 Outsourcing
  - 5.4 Product Portfolio Analysis Using the BCG Matrix
  - 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix
6. What International Strategies Are Available?
  - 6.1 Why Do Companies Go International?
  - 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
  - 6.3 How Can a Company Invest Internationally?
7. Do-It-Yourself, Buy, or Ally?
  - 7.1 Do-It-Yourself
  - 7.2 Mergers and Acquisitions (M&As)
  - 7.3 Strategic Alliances
  - 7.4 How to Decide Whether to Buy, Ally, or Do-It-Yourself?
8. How to Evaluate Strategies?
  - 8.1 How to Evaluate Strategy?
  - 8.2 Implementing Strategy

**Literature****Compulsory Reading****Further Reading**

- Harvard Business School Essentials. (2006). The essentials of strategy. Boston: Harvard Business School Press.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2016). Marketing management (3rd ed.). London: Pearson Education.
- Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy (8th ed.). Harlow: Prentice Hall.
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- Porter, M. (1998). Competitive advantage: Creating and sustaining superior performance. New York, NY: The Free Press.
- Porter, M. (2004). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: The Free Press.
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- Wheelen, T. L., & Hunger, D. (2012). Strategic management and business policy: Towards global sustainability (International Edition). Harlow: Pearson.
- Winer, R. S., & Dhar, R. (2013). Marketing management (4th ed.). Harlow: Pearson Education.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed



## Seminar: Current Issues in International Management

Module Code: DLMINTSATIM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction</b> English
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### Module Coordinator

Prof. Dr. Markus Prandini (Seminar: Current Issues in International Management)

### Contributing Courses to Module

- Seminar: Current Issues in International Management (DLMINTSATIM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment.

**Learning Outcomes****Seminar: Current Issues in International Management**

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management.

**Links to other Study Programs of IUBH**

All Master Programs in the Business & Management fields.

## Seminar: Current Issues in International Management

Course Code: DLMINTSATIM01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

The international orientation of economies and enterprises has steadily increased since the 1950s. This has also increased the demands on managers to operate successfully not only in their home market, but also in an ever more globalized economy. The expansion into international markets poses a number of challenges for companies which, in most cases, cannot be mastered with the business practices tried and tested in the home market. The seminar "Current Issues in International Management" promotes the development of students' competencies to understand the cultural, social, economic and political context of other countries in all its diversity and complexity as the basis for successful international business activities and to incorporate this knowledge into business management decisions.

### Course Outcomes

On successful completion, students will be able to

- purpose fully apply management and leadership skills for work in an international environment.
- classify significant developments and trends in the international environment and to derive objectives for the international strategic positioning of a company.
- develop internationalization strategies in an appropriate and effective way for companies of different sizes and in different sectors.
- describe internationalization processes in an effective and efficient way on the functional level of a company.
- justify suitable market selection and market entry strategies in foreign markets on the basis of existing capacities and resources of a company.
- to recognize intercultural characteristics and business practices in international business and to harmonize them with their own values and norms.

### Contents

- In the seminar "Current Issues in International Management", students deal with the opportunities and challenges facing internationally operating companies. The focus is on management and leadership skills that are important and necessary for successful work in an international environment. Thematically, the seminar focuses on developments and trends in the international business environment, strategies and processes of internationalization, market selection and market entry strategies in foreign markets, operative implementation of an internationalization strategy in individual functional areas as well as cultural and ethical conflict potential of international business activities.

**Literature****Compulsory Reading****Further Reading**

- Cavusgil, S.T., Knight, G. & Riesenberger, J.R. (2019): International Business: The New Realities. 5th (Global) Edition. Pearson, Harlow England.
- Collinson, S., Rugman, A. M., & Narula, R. (2017): International business. Pearson, Harlow England.
- Deresky, H. (2017): International Management: Managing Across Borders and Cultures. 9th Edition, Pearson Education Limited, Harlow.
- Khanna, T. (2014): Contextual Intelligence. Harvard Business Review. <https://hbr.org/2014/09/contextual-intelligence> [letzter Zugriff: 10.12.2020].
- Thomas, D.C. & Inkson, K. (2017): Cultural Intelligence: Surviving and Thriving in the Global Village. 3rd Edition, Berrett-Koehler Publishers, Oakland.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMINTSATIM01\_E

# Sales, Pricing and Brand Management

Module Code: DLMBSPBE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction</b> English
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## Module Coordinator

Caterina Fox (Global Brand Management) / Caterina Fox (Sales and Pricing)

## Contributing Courses to Module

- Global Brand Management (DLMBSPBE01)
- Sales and Pricing (DLMBSPBE02)

## Module Exam Type

### Module Exam

### Split Exam

#### Global Brand Management

- Study Format "Fernstudium": Exam, 90 Minutes

#### Sales and Pricing

- Study Format "Fernstudium": Exam, 90 Minutes

## Weight of Module

see curriculum

**Module Contents****Global Brand Management**

- For most companies, a major opportunity to grow their business involves looking for possibilities outside their native country. However, taking brands beyond national boundaries presents a new set of branding issues as the global marketplace is constantly changing. At the same time, various forms of regionalization are taking place, adding another layer of complexity to managing a brand portfolio. Arguably, products, pricing and distribution are increasingly becoming commodities and the new competitive arena is brand value, creating long-term, profitable brand relationships. Ultimately, strong brands will transcend industries and provide an organization with one of its most valuable assets. This course ultimately aims to introduce students to the differentiation of products and services in a world of alternatives and the benefits/disadvantages of providing customers with the power of choice.

Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management. The course will allow students to understanding the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization. The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.

**Sales and Pricing**



**Learning Outcomes**

**Global Brand Management**

On successful completion, students will be able to

- analyze brands, brand components and brand management.
- examine how brands are positioned and re-positioned in regional, national and international markets and explore the concept of shared- and co-operative branding.
- promote the importance of brand valuation and measurement techniques within their company.
- form and apply tactics to address brand falsification and protection as well as to develop strategies to manage a brand crisis.
- analyze the main challenges facing international brands, and be able to measure their brand equity
- understand the factors that contribute to increasing or losing consumer-based brand equity.
- analyze a company’s current brand strategy and propose viable alternatives as well as make informed decisions with greater probability of success.

**Sales and Pricing**

On successful completion, students will be able to

- identify the key-success factors for modern sales organizations.
- describe the relationship between segmentation and the design of an appropriate sales organization.
- execute respective analyses and apply improvement levers.
- demonstrate the use of the tool-boxes for the respective optimization levers.
- identify major characteristics of a high-performance sales organization.
- conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers.
- implement the required organizational and process-related improvement levers.
- measure the performance of a sales-organization using established methods, KPIs and metrics.
- apply fundamental concepts of international pricing.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) of Marketing & Sales

**Links to other Study Programs of IUBH**

All Master Programmes in the Marketing field(s)

# Global Brand Management

Course Code: DLMBSPBE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

For most companies, a major opportunity to grow their business involves looking for possibilities outside their native country. However, taking brands beyond national boundaries presents a new set of branding issues as the global marketplace is constantly changing. At the same time, various forms of regionalization are taking place, adding another layer of complexity to managing a brand portfolio. Arguably, products, pricing and distribution are increasingly becoming commodities and the new competitive arena is brand value, creating long-term, profitable brand relationships. Ultimately, strong brands will transcend industries and provide an organization with one of its most valuable assets. This course ultimately aims to introduce students to the differentiation of products and services in a world of alternatives and the benefits/disadvantages of providing customers with the power of choice.

## Course Outcomes

On successful completion, students will be able to

- analyze brands, brand components and brand management.
- examine how brands are positioned and re-positioned in regional, national and international markets and explore the concept of shared- and co-operative branding.
- promote the importance of brand valuation and measurement techniques within their company.
- form and apply tactics to address brand falsification and protection as well as to develop strategies to manage a brand crisis.
- analyze the main challenges facing international brands, and be able to measure their brand equity
- understand the factors that contribute to increasing or losing consumer-based brand equity.
- analyze a company's current brand strategy and propose viable alternatives as well as make informed decisions with greater probability of success.

## Contents

1. Introduction to Global Brand Management
  - 1.1 Brand, Brand Equity, and Brand Value
  - 1.2 Brand Management and Brand Leadership
  - 1.3 Integrating Marketing Activities

2. Culture and Branding
  - 2.1 What is Culture?
  - 2.2 Culture and Consumer Behavior
  - 2.3 The Global-Local Dilemma of Branding
3. Creating Global Brands
  - 3.1 Brand Positioning
  - 3.2 Designing and Implementing Stages of Branding Strategies
  - 3.3 Choosing Brand Elements to Build Brand Equity
  - 3.4 Designing Marketing Programs to Build Brand Equity
4. Managing Global Brands
  - 4.1 Branding Strategy
  - 4.2 Brand Hierarchy
  - 4.3 Business-to-Business (B2B) Brand Management Strategies
5. Growing and Sustaining Brand Equity
  - 5.1 Extending the Brand
  - 5.2 Brand Alliances
  - 5.3 Green and Cause Marketing
6. Measuring Global Brand Equity and Performance
  - 6.1 Brand Equity Measurement Systems
  - 6.2 Measuring Sources of Brand Equity
  - 6.3 Measuring Outcomes of Brand Equity
7. Brand Analysis and Strategy Across Multiple Markets: A Managerial Approach
  - 7.1 Internal Analysis
  - 7.2 External Analysis
  - 7.3 Global Brand Management Scenarios
8. Managing a Brand Crisis
  - 8.1 Revitalizing a Brand
  - 8.2 Brand Falsification
  - 8.3 Brand Protection Strategies
  - 8.4 Brand Crises

**Literature****Compulsory Reading****Further Reading**

- Aaker, D. A., & Joachimsthaler, E. (2000).  
Brand leadership: The next level of the brand revolution  
. New York: Free Press.
- Barron, J., & Hollingshead, J. (2004). Brand globally, market locally.  
Journal of Business Strategy,  
  
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Corporate Reputation Review,  
  
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- De Chernatony, L., & McDonald, M. (2003).  
Creating powerful brands in consumer, service, and industrial markets  
(3rd ed.). Oxford: Butterworth-Heinemann.
- De Chernatony, L., & Riley, F. D. (1998). Defining a "brand": Beyond the literature with experts'  
interpretations.  
Journal of Marketing Management,  
  
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(5), 417–443.
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. London, U.K.: Financial Times Prentice Hall.
- Gao, P., Woetzel, J., & Wu, Y. (2003). Can Chinese brands make it abroad?  
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(1), 3–13.
- Gregory, J. R., & Wiechmann, J. G. (2001).  
Branding across borders: A guide to global brand marketing  
. Chicago, IL: McGraw-Hill.
- Joachimsthaler, E., Aaker, D., Quelch, J., & Vishwanath, V. (1999).  
Harvard business review on brand management  
. Boston, MA: Harvard Business School Press.
- Keller, K. L. (2012).  
Strategic brand management: Best practice cases in branding  
(3rd ed.). Upper Saddle River, NJ: Prentice Hall.
- Keller, K. L. (2012).  
Strategic brand management: Building, measuring and managing brand equity  
(4th ed.). Upper Saddle River, NJ: Prentice Hall.
- Lindström, M. (2005).  
Brand sense: Build powerful brands through touch, taste, smell, sight, and sound  
. New York City, NY: Free Press.
- Mudambi, S. (2002). Branding importance in business-to-business markets.  
Industrial Marketing Management,  
  
31  
(6), 525–533.
- Roll, M. (2016).

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Sales and Pricing

Course Code: DLMBSPBE02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBSPBE01

## Course Description

Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management. The course will allow students to understand the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization. The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.

## Course Outcomes

On successful completion, students will be able to

- identify the key-success factors for modern sales organizations.
- describe the relationship between segmentation and the design of an appropriate sales organization.
- execute respective analyses and apply improvement levers.
- demonstrate the use of the tool-boxes for the respective optimization levers.
- identify major characteristics of a high-performance sales organization.
- conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers.
- implement the required organizational and process-related improvement levers.
- measure the performance of a sales-organization using established methods, KPIs and metrics.
- apply fundamental concepts of international pricing.

## Contents

1. Segmentation
  - 1.1 Customer Segmentation
  - 1.2 Selection of Market Segments for Market Entry
  - 1.3 Development of Market Segments

2. Channel Management
  - 2.1 Distribution System as a Function of the Products Sold
  - 2.2 Selection of Distribution Partners
  - 2.3 Professionalization and Mobilization of Distribution Partners
  - 2.4 Control of Distribution Partners
3. Sales Force Effectiveness
  - 3.1 Sales Strategy
  - 3.2 Sales Process
  - 3.3 Sales Organization
  - 3.4 Sales Information and Management Systems
  - 3.5 Sales Controlling
4. Sales Optimization Levers
  - 4.1 Key Account Management
  - 4.2 Proactive Sales
  - 4.3 Value-Based Selling
  - 4.4 Online Sales Tools
5. Fundamentals of International Pricing
  - 5.1 Pricing Strategies
  - 5.2 Pricing for Market Segments
  - 5.3 Transaction Pricing and Managing the Price Waterfall
  - 5.4 Price Differentiation and Standardization in an International Context
6. Special Topics in International Pricing
  - 6.1 Gray Markets
  - 6.2 Transfer Pricing
  - 6.3 Price Wars
  - 6.4 Innovative Pricing Methods
  - 6.5 Risks in International Business

**Literature****Compulsory Reading****Further Reading**

- Cichelli, D. J. (2011).  
The sales growth imperative: How world class sales organizations successfully manage the four stages of growth  
. New York City, NY: McGraw-Hill.
- Donovan, M.W. (2011).  
Driven: A manager's field guide to sales team optimization.  
Salisbury, NH: The Dagoba Group.
- Dolan, R. J., Soman, D., Gourville, J. T., Soman, D., Marn, M., Rosiello, R., . . . Ross, E. (2008).  
Harvard business review on pricing  
. Boston, MA: Harvard Business School Pub.
- Lever, B. (2011).  
Marketing optimization applying advanced analytics to customer strategies  
. Hoboken, NJ: John Wiley & Sons.
- Piercy, N., & Lane, N. (2009).  
Strategic customer management: Strategizing the sales organization  
. Oxford, U.K.: Oxford University Press.



**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMBSPBE02

## Corporate Finance and Investment

Module Code: DLMBCFIE

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

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

### Module Coordinator

Prof. Dr. Jessica Hastenteufel (Advanced Corporate Finance) / Prof. Dr. Jessica Hastenteufel (Investment Analysis & Portfolio Management)

### Contributing Courses to Module

- Advanced Corporate Finance (DLMBCFIE01)
- Investment Analysis & Portfolio Management (DLMBCFIE02)

### Module Exam Type

#### Module Exam

#### Split Exam

Advanced Corporate Finance

- Study Format "Fernstudium": Module Exam

Investment Analysis & Portfolio Management

- Study Format "Fernstudium": Exam, 90 Minutes

### Weight of Module

see curriculum

**Module Contents****Advanced Corporate Finance**

- Financing decisions and issuing securities
- Debt financing and leasing
- Options and futures
- Takeovers, corporate control, and governance
- Unsolved issues and the future of finance

**Investment Analysis & Portfolio Management**

- Introduction to investment analysis and portfolio management
- Portfolio selection and the optimum portfolio
- The equilibrium in capital markets and asset pricing models
- Analysis and management of securities
- Evaluation of the investment performance

**Learning Outcomes****Advanced Corporate Finance**

On successful completion, students will be able to

- identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries.
- discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets.
- utilize a range of tools for valuing different kinds of debt.
- describe various financing options and their different forms of application in the context of corporate finance.
- discuss mergers and takeovers and the role of different parties involved in the transaction process.

**Investment Analysis & Portfolio Management**

On successful completion, students will be able to

- describe the theoretical constructs of investments and portfolio analysis.
- apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions.
- discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand.
- utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions.
- identify main features and practices of the global investment advisory industry.
- describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of IUBH**

All Master Programmes in the Business & Management field

# Advanced Corporate Finance

Course Code: DLMBCFIE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The last decade has seen fundamental changes in financial markets and financial instruments. Both the theory and practice of corporate finance have been moving ahead with uncommon speed. Participants will be guided through the main areas of modern financial theory, including the pricing of assets and derivatives, corporate financial policy, and corporate control. The course emphasizes the modern fundamentals of the theory of finance and brings the theory to life with contemporary examples.

## Course Outcomes

On successful completion, students will be able to

- identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries.
- discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets.
- utilize a range of tools for valuing different kinds of debt.
- describe various financing options and their different forms of application in the context of corporate finance.
- discuss mergers and takeovers and the role of different parties involved in the transaction process.

## Contents

1. Financing Decisions and Issuing Securities
  - 1.1 Types of Corporate Financing
  - 1.2 Corporations and Issuing Shares
  - 1.3 Corporations and Issuing Debt Securities
2. Dividend Policy and Capital Structure
  - 2.1 What's Your Dividend Policy?
  - 2.2 What's Your Debt Policy?
  - 2.3 Weighted Average Cost of Capital (WACC)
  - 2.4 Corporate and Personal Taxes
  - 2.5 Capital Structure and Related Theories

3. Debt Financing and Leasing
  - 3.1 Debt Valuation
  - 3.2 Rating Debt
  - 3.3 Different Kinds of Debt and Hybrid Securities
  - 3.4 Leasing as a Form of Corporate Finance
4. Options and Futures
  - 4.1 Derivative Financial Instruments, Options and Futures
  - 4.2 Valuing Options, the Binomial Model, the Black-Scholes Formula
  - 4.3 Real Options
5. Takeovers, Corporate Control, and Governance
  - 5.1 Mergers and Acquisitions
  - 5.2 LBOs, Management Buyouts, and Going Private
  - 5.3 Private Equity and the Venture Capitalist
  - 5.4 Empirical Testing of Takeover Success
  - 5.5 Corporate Governance and Corporate Control
6. Unsolved Issues and the Future of Finance
  - 6.1 What Do We Know and What Do We Not Know About Finance?
  - 6.2 The Future of Finance

**Literature****Compulsory Reading****Further Reading**

- Copeland, T. E., Weston, J. F., & Shastri, K. (2013).  
Financial theory and corporate policy  
(4th ed.). Reading, MA: Addison-Wesley.
- Damodaran, A. (2001).  
Corporate finance: Theory and practice  
(4th ed.). New York City, NY: Wiley Ross.
- Hillier, D. (2013).  
Corporate finance  
(2nd ed., European edition). Maidenhead, Berkshire: McGraw-Hill.
- Hull, J. (2011).  
Options, futures, and other derivatives  
(8th ed.). Upper Saddle River, NJ: Prentice Hall.
- Lintner, J. (1969). The valuation of risk assets and the selection of risky investments in stock portfolios and capital budgets.  
The Review of Economics and Statistics,  
  
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(1), 13–37.
- Smart, S. B., Megginson, W. L., & Gitman, L. J. (2008).  
Corporate finance  
(2nd ed.). Boston, MA: Cengage Learning.
- Weston, F. J., Mitchell, M. L., & Mulherin, H. J. (2004).  
Takeovers, restructuring and corporate governance  
. Upper Saddle River, NJ: Prentice Hall.



**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Module Exam

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Investment Analysis & Portfolio Management

Course Code: DLMBCFIE02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Security analysis, asset allocation strategies, and the optimal composition of portfolios of financial assets are some of the most important fields of advanced financial management. This course is designed to bring together investment analysis and portfolio theory and their implementation with regard to portfolio management. Topics to be covered are the theory of portfolio selection and the theory's application, the hypotheses of efficient capital markets and the capital market equilibrium, analysis of investments and the evaluation of portfolios (or mutual funds) of common stocks, bonds, international assets, and other asset classes. Students will be directed through a broad and critical evaluation of the various investment strategies for maximizing returns and minimizing risk on portfolios. Investment analysis and portfolio management is a truly global topic. As a consequence, the course will take an international perspective, provide an insight into the global investment advisory industry, and discuss best-practice approaches around the globe.

## Course Outcomes

On successful completion, students will be able to

- describe the theoretical constructs of investments and portfolio analysis.
- apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions.
- discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand.
- utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions.
- identify main features and practices of the global investment advisory industry.
- describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context.

## Contents

1. Introduction to Investment Analysis and Portfolio Management
  - 1.1 The Asset Management and Investment Advisory Industry
  - 1.2 Financial Instruments, Derivatives, and Organization of Securities Markets
  - 1.3 The History of Investment Analysis

2. Portfolio Selection and the Optimum Portfolio
  - 2.1 Mean Variance Portfolio Theory
  - 2.2 The Calculation of Risk and Return
  - 2.3 Efficient Portfolios and Techniques for Calculating the Efficient Frontier
  - 2.4 Single-Index Models and Multi-Index Models
  - 2.5 International Diversification
3. Equilibrium in Capital Markets and Asset Pricing Models
  - 3.1 Equilibrium in Capital Markets and the Standard Capital Asset Pricing Model
  - 3.2 Empirical Tests of Equilibrium Models
  - 3.3 Extensions to the Single-Factor Capital Asset Pricing Model
  - 3.4 Multifactor Asset Pricing Models: Arbitrage Pricing Theory and the Fama-French Model
4. Analysis of Securities
  - 4.1 Macro- and Microanalyses of Industries and Companies
  - 4.2 Stock Valuation, Intrinsic Value and Market Value Determinants, and Valuation Techniques
  - 4.3 The Analysis and Valuation of Bonds
  - 4.4 Technical Analysis and Behavioral Finance
5. Management of Securities
  - 5.1 The Efficient Market Hypothesis
  - 5.2 Stock and Bond Portfolio Management Strategies Using Active vs Passive Strategies
  - 5.3 Asset Allocation Strategies
6. Investment Vehicles
  - 6.1 Mutual Funds: Types, Industry, and Participants
  - 6.2 Hedge Funds
  - 6.3 Private Equity Funds
7. Evaluation of Investment Performance
  - 7.1 Globalization and International Investing
  - 7.2 Investment Process
  - 7.3 Evaluation of Portfolio Performance Using the Sharpe Ratio, Jensen Measure, Treynor Measure, and Other Measures
  - 7.4 Evaluation of Security Analysis

**Literature****Compulsory Reading****Further Reading**

- Elton, E.J./Gruber, M.J./Brown, S.J. (2014): Modern portfolio theory and investment analysis. 9<sup>th</sup> edition, New York City, NY: John Wiley & Sons.
- Reilly, F.K./Brown, K.C. (2008): Investment analysis and portfolio management. 10<sup>th</sup> edition, Boston, MA: Cengage Learning.
- Alexander, G.J./Sharpe, W.F./Bailey, J.V. (2001): Fundamentals of investments. 3<sup>rd</sup> edition, Englewood Cliffs, NJ: Prentice Hall.
- Levy, H./Post, T. (2004): Investments. Boston, MA: Addison-Wesley.
- Fabozzi, F.J./Modigliani, F. (2009): Capital markets: Institutions and instruments. 4<sup>th</sup> edition, Upper Saddle River, NJ: Prentice Hall.
- Markowitz, H.M. (1952): Portfolio selection. *Journal of Finance*, 7(1), 77–91.
- Fama, E.F. (1970): Efficient capital markets: A review of theory and empirical work. *The Journal of Finance*, 25(2), 383–417.
- Fama, E.F./French, K.R. (1992): The cross-section of expected stock returns. *Journal of Finance*, 47(2), 427–465.
- Sharpe, W.F. (1964): Capital asset prices: A theory of market equilibrium under conditions of risk. *The Journal of Finance*, 19(3), 425–442.
- Lintner, J. (1969): The valuation of risk assets and the selection of risky investments in stock portfolios and capital budgets. *The Review of Economics and Statistics*, 47(1), 13–37.
- Mossin, J. (1966): Equilibrium in a capital asset market. *Econometrica*, 34(4), 768–783.
- Ross, S.A. (1976): The arbitrage theory of capital asset pricing. *Journal of Economic Theory*, 13(3), 341–360.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMBCFIE02

## IT Project and Architecture Management

Module Code: DLMBITPAM

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

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

### Module Coordinator

Prof. Dr. Inga Schlömer (IT Project Management) / Prof. Dr. Inga Schlömer (IT Architecture Management)

### Contributing Courses to Module

- IT Project Management (DLMBITPAM01)
- IT Architecture Management (DLMBITPAM02)

### Module Exam Type

#### Module Exam

#### Split Exam

IT Project Management

- Study Format "Fernstudium": Exam

IT Architecture Management

- Study Format "Fernstudium": Written Assessment: Case Study

### Weight of Module

see curriculum

**Module Contents****IT Project Management**

- Organizing the work
- Cost estimation and controlling
- The human factor
- Organizing small and medium projects
- Organizing large projects

**IT Architecture Management**

- Architecture documentation
- Architecture governance
- Enterprise architecture management (EAM)
- IT application portfolio management
- Enterprise architecture patterns
- Architecture framework: TOGAF

**Learning Outcomes****IT Project Management**

On successful completion, students will be able to

- critically reflect the status of knowledge on IT project management.
- set up different IT project management formats (small, medium and large projects) and know the methods for managing these different IT projects professionally.
- develop an IT management proposal as the fundament of a professional IT project management concept.
- understand and integrate different IT management project plans (e.g., time plan, cost plan, resources plan, risk plan) and use those plans in an integrative IT project planning and controlling scheme.
- organize and to lead an IT project team and its core and/or extended team members.

**IT Architecture Management**

On successful completion, students will be able to

- understand that having a well-defined IT architecture blueprint in place is key to success for IT organizations.
- analyze the constraints of existing application, infrastructure and information/ data architectures.
- know different types of IT application portfolio management.
- manage enterprise architecture patterns proactively.
- understand how to initiate change requests in order to modify or extend the IT architecture if the introduction or modification of a service is not possible within a given framework.



**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) of Computer Science & Software Development

**Links to other Study Programs of IUBH**

All Master Programmes in the IT & Technology field(s)

# IT Project Management

Course Code: DLMBITPAM01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The purpose of this course is to introduce students to the concepts involved in IT project management. This is achieved through the development of an understanding of the fundamental tenets of project management enhancing the students' ability to apply their knowledge, skills and competencies in analyzing and solving IT project management problems. A special focus is put on the specifics of IT project organization, cost management and the human factor within IT projects.

## Course Outcomes

On successful completion, students will be able to

- critically reflect the status of knowledge on IT project management.
- set up different IT project management formats (small, medium and large projects) and know the methods for managing these different IT projects professionally.
- develop an IT management proposal as the fundament of a professional IT project management concept.
- understand and integrate different IT management project plans (e.g., time plan, cost plan, resources plan, risk plan) and use those plans in an integrative IT project planning and controlling scheme.
- organize and to lead an IT project team and its core and/or extended team members.

## Contents

1. Introduction: Characteristics of IT Projects
  - 1.1 Defining IT Projects
  - 1.2 Overview on Typical Roles and Phases of IT Projects
  - 1.3 Risks and Challenges of IT Projects
  - 1.4 Role of an IT Project Manager
2. Organizing the Work
  - 2.1 Project Breakdown Structure, Work Packages
  - 2.2 Prioritization
  - 2.3 Time Planning, Milestones, Gantt-Diagram
  - 2.4 Definition of Done

3. Cost Estimation and Controlling
  - 3.1 Challenges of Cost Estimation in IT Projects
  - 3.2 Estimation Techniques: 3-Point Estimation, Double Blind Expert Estimation, Function Points
  - 3.3 Cost Controlling Using Earned Value Analysis
  - 3.4 Risk Management
4. The Human Factor
  - 4.1 Vision Keeping
  - 4.2 Stakeholder Management
  - 4.3 Conflict Management
5. Organizing Small and Medium Projects
  - 5.1 Rational Unified Process (RUP)
  - 5.2 Agile Software Processes
  - 5.3 Scrum
  - 5.4 Plan-driven Project Management in Small Projects
6. Organizing Large Projects
  - 6.1 PMBOK Guide
  - 6.2 Prince2
  - 6.3 Multi Project Management
  - 6.4 Agile Software Processes in Large Projects
  - 6.5 Selection of the Appropriate Project Management Method

## Literature

### Compulsory Reading

### Further Reading

- Hinde, D. (2012). PRINCE2 Study Guide. West Sussex: John Wiley & Sons.
- Kneuper, R. (2018). Software processes and lifecycle models. Cham: Springer Nature Switzerland.
- Phillips, J. (2010). IT project management: On track from start to finish (3rd ed.). New York, NY: McGraw-Hill.
- Project Management Institute. (2013). A guide to the project management body of knowledge: PMBOK guide.
- Schwaber, K. (2004). Agile project management with Scrum. Redmond, WA: Microsoft Press.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

# IT Architecture Management

Course Code: DLMBITPAM02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The course IT Architecture Management aims to enable students to define a blueprint for the future development of a particular IT landscape, taking into account service strategies and available technologies given to an IT service provider.

## Course Outcomes

On successful completion, students will be able to

- understand that having a well-defined IT architecture blueprint in place is key to success for IT organizations.
- analyze the constraints of existing application, infrastructure and information/ data architectures.
- know different types of IT application portfolio management.
- manage enterprise architecture patterns proactively.
- understand how to initiate change requests in order to modify or extend the IT architecture if the introduction or modification of a service is not possible within a given framework.

## Contents

1. Introduction to IT Architectures
  - 1.1 The Term "Architecture" in the Context of IT
  - 1.2 Use Cases and Levels of IT Architectures
  - 1.3 Overview on IT Architecture Management
2. Enterprise Architecture Management (EAM)
  - 2.1 IT-Strategy
  - 2.2 Enterprise Architecture
  - 2.3 Roles and Activities in EAM
3. IT Application Portfolio Management
  - 3.1 Application Handbook
  - 3.2 Portfolio Analyses
  - 3.3 Planning the Application Landscape

4.	Architecture Framework: TOGAF
4.1	Purpose and Overview on TOGAF
4.2	Architecture Development Method (ADM)
4.3	Guidelines & Techniques
4.4	Architecture Content Framework
4.5	Architecture Capability Framework
5.	Architecture Documentation
5.1	Structures, Components, and Interfaces
5.2	Processes and Applications
5.3	Domain Architecture
6.	Architecture Governance
6.1	Roles and Committees
6.2	Processes and Decisions
6.3	Management of Architectural Policies
7.	Enterprise Architecture Patterns
7.1	Structures, Components, and Interfaces
7.2	Processes and Applications
7.3	Domain Architecture

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"> <li>▪ Hanschke, I. (2009): Strategic IT management: A toolkit for enterprise architecture management. Springer, Berlin, Heidelberg.</li> <li>▪ Ross, J. W. / Weill, P. / Robertson, D. C. (2006): Enterprise architecture as strategy: Creating a foundation for business execution. Harvard Business School Publishing, Boston, MA.</li> <li>▪ Thabit, I. (2011): Architecture management body of knowledge: AMBOK guide for information technology. IT Architecture Management Institute.</li> <li>▪ The Open Group Architecture Framework. (2018): TOGAF 9.2. Retrieved from <a href="http://www.theopengroup.org">www.theopengroup.org</a>.</li> </ul>

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Case Study
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMBITPAM02



# Manufacturing Methods Industry 4.0 and Internet of Things

Module Code: DLMBMMIIT

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

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

## Module Coordinator

Prof. Dr. Leonardo Riccardi (Internet of Things) / Prof. Dr. Leonardo Riccardi (Manufacturing Methods Industry 4.0)

## Contributing Courses to Module

- Internet of Things (DLMBMMIIT01)
- Manufacturing Methods Industry 4.0 (DLMBMMIIT02)

## Module Exam Type

### Module Exam

### Split Exam

#### Internet of Things

- Study Format "Fernstudium": Exam, 90 Minutes

#### Manufacturing Methods Industry 4.0

- Study Format "Fernstudium": Exam, 90 Minutes

## Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Internet of Things</b></p> <ul style="list-style-type: none"> <li>▪ Consumer use cases and risks</li> <li>▪ Business use cases and risks</li> <li>▪ Social-economic issues</li> <li>▪ Enabling technologies and networking fundamentals</li> </ul> <p><b>Manufacturing Methods Industry 4.0</b></p> <ul style="list-style-type: none"> <li>▪ Forming</li> <li>▪ Cutting</li> <li>▪ Rapid prototyping</li> <li>▪ Rapid tooling</li> <li>▪ Direct manufacturing</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Internet of Things</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ distinguish and discuss a broad range of use cases for the internet of things (IoT).</li> <li>▪ understand and reflect upon the different perspectives on IoT.</li> <li>▪ apply distinct techniques to engineer internet-of-things products.</li> <li>▪ evaluate and identify appropriate IoT communication technology and standards according to given IoT product requirements.</li> <li>▪ reflect on the respective theoretical foundation, evaluate different approaches, and apply appropriate approaches to practical questions and cases.</li> </ul> <p><b>Manufacturing Methods Industry 4.0</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ evaluate different manufacturing methods against given product and process requirements.</li> <li>▪ define and design modern additive techniques in contrast to traditional manufacturing.</li> <li>▪ assess and estimate the impact of current trends on manufacturing like cyber-physical systems to given manufacturing challenges and practical problems.</li> <li>▪ apply modern processes like rapid prototyping, rapid tooling, and direct manufacturing.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field(s) of Computer Science &amp; Software Development</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Master Programmes in the IT &amp; Technology field(s)</p>

# Internet of Things

Course Code: DLMBMMIT01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The internet of things (IoT), once a rough vision, has become reality today in a broad manner. There is a plethora of devices and services available to both consumers and businesses. From smart homes to smart cities, from smart devices to smart factories – internet-of-things technologies impact on our lives and environments. This course follows a top-down approach, discussing a broad set of aspects connected with the internet of things. It starts with use cases and risks from the perspectives of customers and businesses and winds up with a technical foundation of the internet of things. To address the engineering perspective, a set of techniques is proposed.

## Course Outcomes

On successful completion, students will be able to

- distinguish and discuss a broad range of use cases for the internet of things (IoT).
- understand and reflect upon the different perspectives on IoT.
- apply distinct techniques to engineer internet-of-things products.
- evaluate and identify appropriate IoT communication technology and standards according to given IoT product requirements.
- reflect on the respective theoretical foundation, evaluate different approaches, and apply appropriate approaches to practical questions and cases.

## Contents

1. Introduction into the Internet of Things
  - 1.1 Foundations and Motivations
  - 1.2 Potential and Challenges
2. Social and Business Relevance
  - 2.1 Innovations for Consumers and Industry
  - 2.2 Impact on Human and Work Environment
  - 2.3 Privacy and Security

3. Architectures of Internet of Things and Industrial Internet of Things
  - 3.1 Elements of IoTs and IIoTs
  - 3.2 Sensors and Nodes
  - 3.3 Power Systems
  - 3.4 Fog Processors
  - 3.5 Platforms
4. Communication Standards and Technologies
  - 4.1 Network Topologies
  - 4.2 Network Protocols
  - 4.3 Communication Technologies
5. Data Storage and Processing
  - 5.1 NoSQL and MapReduce
  - 5.2 Linked Data and RDF(S)
  - 5.3 Semantic Reasoning
  - 5.4 Complex Event Processing
  - 5.5 Machine Learning
  - 5.6 Overview of Existing Data Storage and Processing Platforms
6. Fields of Application
  - 6.1 Smart Home/Living
  - 6.2 Smart Buildings
  - 6.3 Ambient Assisted Living
  - 6.4 Smart Energy/Grid
  - 6.5 Smart Factory
  - 6.6 Smart Logistics
  - 6.7 Smart Healthcare
  - 6.8 Smart Agriculture

**Literature****Compulsory Reading****Further Reading**

- Chaouchi, H. (2013).  
The internet of things: Connecting objects  
. London: Wiley.
- Greengard, S. (2015).  
The internet of things  
. Cambridge, MA: MIT Press.
- Kellmereit, D., & Obodovski, D. (2013).  
The silent intelligence: The internet of things  
. San Francisco, CA: DND Ventures.
- Slama, D., Puhlmann, F., Morrish, J., & Bhatnagar, R. M. (2016).  
Enterprise IoT: Strategies and best practices for connected products and services  
. Beijing, Boston, Farnham, Sebastopol, Tokyo: O'Reilly.
- Weber, R. H., & Weber, R. (2010).  
Internet of things: Legal perspectives  
. Berlin, Heidelberg: Springer-Verlag Berlin Heidelberg.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Manufacturing Methods Industry 4.0

Course Code: DLMBMMIIT02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The aim of the course is to enable students to evaluate and identify appropriate manufacturing methods in the context of Industry 4.0. For that purpose, the course provides a comprehensive introduction of such processes based on traditional, standardized manufacturing techniques that have influenced and are still influencing production processes through technological developments under the generic term Industry 4.0. These include technological advances in additive manufacturing processes that enable applications such as rapid prototyping, rapid tooling, and direct manufacturing. Finally, the course deals with the consequences of the digitization and networking of production facilities and their elements in terms of a cyber-physical system.

## Course Outcomes

On successful completion, students will be able to

- evaluate different manufacturing methods against given product and process requirements.
- define and design modern additive techniques in contrast to traditional manufacturing.
- assess and estimate the impact of current trends on manufacturing like cyber-physical systems to given manufacturing challenges and practical problems.
- apply modern processes like rapid prototyping, rapid tooling, and direct manufacturing.

## Contents

1. Introduction to Manufacturing Methods
  - 1.1 Basic Concepts
  - 1.2 Historical Development of Manufacturing
  - 1.3 About the Long Tail
2. Manufacturing Methods
  - 2.1 Casting and Molding
  - 2.2 Shaping
  - 2.3 Machining
  - 2.4 Joining
  - 2.5 Coating

3. Additive Manufacturing and 3D printing
  - 3.1 Basics and Legal Aspects
  - 3.2 Material Extrusion
  - 3.3 Vat Polymerization
  - 3.4 Powder Bed Fusion
  - 3.5 Material Jetting
  - 3.6 Binder Jetting
  - 3.7 Direct Energy Deposition
  - 3.8 Sheet Lamination
4. Rapid Prototyping
  - 4.1 Definitions
  - 4.2 Strategical and Operative Aspects
  - 4.3 Application Scenarios
5. Rapid Tooling
  - 5.1 Definitions
  - 5.2 Direct and Indirect Methods
  - 5.3 Application Scenarios
6. Direct/Rapid Manufacturing
  - 6.1 Potentials and Requirements
  - 6.2 Implementation Examples
7. Cyber-Physical Production Systems
  - 7.1 Introduction
  - 7.2 Cyber-Physical Production Systems
  - 7.3 Impact on Design and Maintenance of Plants
  - 7.4 Dynamic Reconfiguration of Plants
  - 7.5 Application Examples



**Literature****Compulsory Reading****Further Reading**

- Anderson, C. (2012).  
Makers. The new industrial revolution  
. New York, NY: Crown Business.
- Gad, S. (2008).  
Implementing IT governance:  
  
A practical guide to global best practices in IT management  
. Reading: Van Haren Publishing.
- Gebhardt, A. (2012).  
Understanding additive manufacturing: Rapid prototyping – Rapid tooling – Rapid  
manufacturing  
. München/Cincinnati, OH: Hanser.
- Groover, M. P. (2012).  
Fundamentals of modern manufacturing: Materials, processes, and systems  
. Hoboken, NJ: John Wiley & Sons Inc.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Artificial Intelligence

Module Code: DLMIMWKI

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

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

## Module Coordinator

Prof. Dr. Ulrich Kerzel (Artificial Intelligence) / Prof. Dr. Tim Schlippe (Seminar: AI and Society)

## Contributing Courses to Module

- Artificial Intelligence (DLMAIAI01)
- Seminar: AI and Society (DLMAISAI01)

## Module Exam Type

### Module Exam

### Split Exam

#### Artificial Intelligence

- Study Format "Fernstudium": Exam, 90 Minutes

#### Seminar: AI and Society

- Study Format "Fernstudium": Written Assessment: Research Essay

## Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Artificial Intelligence</b></p> <ul style="list-style-type: none"> <li>▪ History of AI</li> <li>▪ AI application areas</li> <li>▪ Expert systems</li> <li>▪ Neuroscience</li> <li>▪ Modern AI systems</li> </ul> <p>In this module, students will reflect on current societal and political implications of artificial intelligence. To this end, pertinent topics will be introduced via articles that are then critically evaluated by the students in the form of a written essay. A current list of topics is located in the Learning Management System.</p> <p><b>Seminar: AI and Society</b></p>	
<p><b>Learning Outcomes</b></p> <p><b>Artificial Intelligence</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ remember the historical developments in the field of artificial intelligence.</li> <li>▪ analyze the different application areas of artificial intelligence.</li> <li>▪ comprehend expert systems.</li> <li>▪ apply Prolog to simple expert systems.</li> <li>▪ comprehend the brain and cognitive processes from a neuro-scientific point of view.</li> <li>▪ understand modern developments in artificial intelligence.</li> </ul> <p><b>Seminar: AI and Society</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ name selected current societal topics and issues in artificial intelligence.</li> <li>▪ explain the influence and impact of artificial intelligence on societal, economic, and political topics.</li> <li>▪ transfer theoretically-acquired knowledge to real-world cases.</li> <li>▪ treat in a scientific manner a select topic in the form of a written essay.</li> <li>▪ critically question and discuss current societal and political issues arising from the recent advances in artificial intelligence methodology.</li> <li>▪ develop own problem-solving skills and processes through reflection on the possible impact of their future occupation in the sector of artificial intelligence.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Data Science &amp; Artificial Intelligence.</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Master Programmes in the IT &amp; Technology field.</p>

# Artificial Intelligence

Course Code: DLMAIAI01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The quest for artificial intelligence has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as the development and use of expert systems in early AI systems. In order to understand cognitive processes, the course will give a brief overview of the biological brain and (human) cognitive processes and then focus on the development of modern AI systems fueled by recent developments in hard- and software. Particular focus will be given to discussion of the development of "narrow AI" systems for specific use cases vs. the creation of general artificial intelligence. The course will give an overview of a wide range of potential application areas in artificial intelligence, including industry sectors such as autonomous driving and mobility, medicine, finance, retail, and manufacturing.

## Course Outcomes

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

## Contents

1. History of AI
  - 1.1 Historical Developments
  - 1.2 AI Winter
  - 1.3 Notable Advances in AI
2. Expert Systems
  - 2.1 Overview Over Expert Systems
  - 2.2 Introduction to Prolog
3. Neuroscience
  - 3.1 The (Human) Brain
  - 3.2 Cognitive Processes

4. Modern AI Systems
  - 4.1 Recent Developments in Hard- and Software
  - 4.2 Narrow vs General AI
  - 4.3 NLP and Computer Vision
5. AI Application Areas
  - 5.1 Autonomous Vehicles & Mobility
  - 5.2 Personalized Medicine
  - 5.3 FinTech
  - 5.4 Retail & Industry

**Literature****Compulsory Reading****Further Reading**

- Bear, F., Barry, W., & Paradiso, M. (2006). Neuroscience: Exploring the brain (3rd ed.). Baltimore, MD: Lippincott Williams and Wilkins.
- Bratko, I. (2011). Prolog programming for artificial intelligence (4th ed.). Hoboken, NJ: Pearson.
- Jackson, P. (1998). Introduction to expert systems (3rd ed.). Chicago, IL: Addison Wesley Longman.
- Nilsson, N. (2009). The quest for artificial intelligence. Cambridge: Cambridge University Press.
- Russel, S., & Norvig, P. (2009). Artificial intelligence: A modern approach (3rd ed.). Malaysia: Pearson.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

## Seminar: AI and Society

Course Code: DLMAISAI01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

In the current decade, impressive advances have been achieved in the field of artificial intelligence. Several cognitive tasks like object recognition in images and video, natural language processing, game strategy, and autonomous driving and robotics are now being performed by machines at unprecedented levels of ability. This course will examine some of societal, economic, and political implications of these developments.

### Course Outcomes

On successful completion, students will be able to

- name selected current societal topics and issues in artificial intelligence.
- explain the influence and impact of artificial intelligence on societal, economic, and political topics.
- transfer theoretically-acquired knowledge to real-world cases.
- treat in a scientific manner a select topic in the form of a written essay.
- critically question and discuss current societal and political issues arising from the recent advances in artificial intelligence methodology.
- develop own problem-solving skills and processes through reflection on the possible impact of their future occupation in the sector of artificial intelligence.

### Contents

- The seminar covers current topics concerning the societal impact of artificial intelligence. Each participant must create a seminar paper on a topic assigned to him/her. A current list of topics is given in the Learning Management System.



**Literature****Compulsory Reading****Further Reading**

- Boddington, P. (2017).  
Towards a code of ethics for artificial intelligence  
(1st ed.). New York, NY: Springer International Publishing.
- Bostrom, N. (2016).  
Superintelligence: Paths, dangers, strategies  
. Oxford: Oxford University Press.
- Tegmark, M. (2018).  
Life 3.0: Being human in the age of artificial intelligence  
. New York, NY: Penguin.
- Wachter-Boettcher, S. (2017).  
Technically wrong: Sexist apps, biased algorithms, and other threats of toxic tech  
. New York, NY: W. W. Norton & Company.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
The learning materials include guidelines, vodcasts, online tutorials, and forums. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

## Data Science and Analytics

Module Code: DLMBDSA

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

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

### Module Coordinator

Prof. Dr. Ulrich Kerzel (Data Science) / Prof. Dr. Ulrich Kerzel (Analytical Software and Frameworks)

### Contributing Courses to Module

- Data Science (DLMBDSA01)
- Analytical Software and Frameworks (DLMBDSA02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Data Science

- Study Format "Fernstudium": Exam, 90 Minutes

##### Analytical Software and Frameworks

- Study Format "Fernstudium": Written Assessment: Written Assignment

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Data Science</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to data science</li> <li>▪ Use cases and performance evaluation</li> <li>▪ Pre-processing of data</li> <li>▪ Processing of data</li> <li>▪ Selected mathematical techniques</li> <li>▪ Selected artificial intelligence techniques</li> </ul> <p><b>Analytical Software and Frameworks</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to analytical software and frameworks</li> <li>▪ Data storage</li> <li>▪ Statistical modeling</li> <li>▪ Machine learning</li> <li>▪ Cloud computing platforms</li> <li>▪ Distributed computing</li> <li>▪ Database technologies</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Data Science</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ identify use cases and evaluate the performance of data-driven approaches</li> <li>▪ comprehend how data are pre-processed in preparation for analysis.</li> <li>▪ develop typologies for data and ontologies for knowledge representation.</li> <li>▪ decide for appropriate mathematical algorithms to utilize data analysis for a given task.</li> <li>▪ understand the value, applicability, and limitations of artificial intelligence for data analysis.</li> </ul> <p><b>Analytical Software and Frameworks</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ comprehend how cloud computing and distributed computing support the field of data analytics.</li> <li>▪ understand in-memory database technologies for real-time analytics.</li> <li>▪ apply advanced statistics and machine learning solutions to solve data analysis problems.</li> <li>▪ compare the capabilities and limitations of the presented software solutions.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field(s) of Data Science &amp; Artificial Intelligence</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Master Programmes in the IT &amp; Technology field(s)</p>

# Data Science

Course Code: DLMBDSA01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The course Data Science provides the framework to create value from data. After an introduction the course covers how to identify suitable use cases and evaluate the performance of data-driven methods. The course covers techniques for the technical processing of data and then introduces advanced mathematical techniques and selected methods from artificial intelligence that are used to analyze data and make predictions.

## Course Outcomes

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

## Contents

1. Introduction to Data Science
  - 1.1 Overview of Data Science
  - 1.2 Terms and Definitions
  - 1.3 Applications & Notable Examples
  - 1.4 Sources of Data
  - 1.5 Structured, Unstructured, Streaming
  - 1.6 Typical Data Sources and their Data Type
  - 1.7 The 4 V's of Data: Volume, Variety, Velocity, Veracity
  - 1.8 Introduction to Probability Theory
  - 1.9 What Are Probabilities and Probability Distributions
  - 1.10 Introduction to Bayesian Statistics
  - 1.11 Relation to Data Science: Prediction as a Probability

2. Use Cases and Performance Evaluation
  - 2.1 Identification of Use Cases for Data Science
  - 2.2 Identifying Data Science Use Cases
  - 2.3 From Prediction to Decision: Generating Value from Data Science
  - 2.4 Evaluation of Predictions
  - 2.5 Overview of Relevant Metrics
  - 2.6 Business-centric Evaluation: the Role of KPIs
  - 2.7 Cognitive Biases and Decision-making Fallacies
3. Pre-processing of Data
  - 3.1 Transmission of Data
  - 3.2 Data Quality and Cleansing of Data
  - 3.3 Transformation of Data (Normalization, Aggregation)
  - 3.4 Reduction of Data Dimensionality
  - 3.5 Data Visualisation
4. Processing of Data
  - 4.1 Stages of Data Processing
  - 4.2 Methods and Types of Data Processing
  - 4.3 Output Formats of Processed Data
5. Selected Mathematical Techniques
  - 5.1 Linear Regression
  - 5.2 Principal Component Analysis
  - 5.3 Clustering
  - 5.4 Time-series Forecasting
  - 5.5 Overview of Further Approaches
6. Selected Artificial Intelligence Techniques
  - 6.1 Support Vector Machines
  - 6.2 Neural Networks and Deep Learning
  - 6.3 Feed-forward Networks
  - 6.4 Recurrent Networks and Memory Cells
  - 6.5 Convolutional Networks
  - 6.6 Reinforcement Learning
  - 6.7 Overview of Further Approaches

**Literature****Compulsory Reading****Further Reading**

- Agrawal, A. (2018). Prediction machines: The simple economics of artificial intelligence. Brighton, MA: Harvard Business Review.
- Hu, F. (2016). Big data: storage, sharing, and security. Boca Raton, FL: Auerbach Publications.
- Ciaburro, G., & Venkateswaran, B. (2017). Neural networks with R: Smart models using CNN, RNN, deep learning, and artificial intelligence principles. Birmingham: Packt Publishing.
- Kepner, J., & Jananathan, H. (2018). Mathematics of big data: Spreadsheets, databases, matrices, and graphs. Cambridge, MA: MIT Press.
- Russell, S. J., & Norvig, P. (2015). Artificial intelligence: A modern approach. New York, NY: Pearson Education.
- Géron, A. (2017). Hands-on machine learning with Scikit-Learn and TensorFlow. Sebastopol, CA: O'Reilly Media, Inc.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed



# Analytical Software and Frameworks

Course Code: DLMBDSA02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBDSA01

## Course Description

Analytical Software and Frameworks provides insight into contemporary software and platforms solutions for data analytics in business. The course introduces relevant frameworks and software used in modern data science projects. Commercial and open-source for cloud computing, distributed computing and machine learning, as well as a commercial development platform for in-memory database analytics, are covered. Additional software solutions may be covered by the lecturer as convenient.

## Course Outcomes

On successful completion, students will be able to

- comprehend how cloud computing and distributed computing support the field of data analytics.
- understand in-memory database technologies for real-time analytics.
- apply advanced statistics and machine learning solutions to solve data analysis problems.
- compare the capabilities and limitations of the presented software solutions.

## Contents

1. Introduction
  - 1.1 Software Systems
  - 1.2 Frameworks
  - 1.3 Distributed Computing
  - 1.4 Databases and Data Warehousing
2. Data Storage
  - 2.1 Data Clustering
  - 2.2 Data Replication
  - 2.3 Data Indexing
  - 2.4 Data Warehousing
3. Statistical Modeling Frameworks
  - 3.1 The R Project for Statistical Computing
  - 3.2 The Python Ecosystem

4. Machine Learning & Artificial Intelligence
  - 4.1 Overview of Modern Machine Learning Frameworks
  - 4.2 Introduction to TensorFlow & Keras
5. Cloud Computing Platforms & On-Premise Solutions
  - 5.1 Advantages and Disadvantages of Cloud, On-premise, and Edge Solutions
  - 5.2 Overview of Cloud Computing Solutions
6. Distributed Computing
  - 6.1 Overview of Distributed Computing Approaches
  - 6.2 Overview of Streaming Approaches
  - 6.3 Other Solutions
7. Database Technologies
  - 7.1 Overview of Database Approaches
    - 7.1.1 Row-based versus Column-based
    - 7.1.2 In Memory DB
    - 7.1.3 Relational DB versus noSQL
    - 7.1.4 Timeseries DB
  - 7.2 Overview of Database Implementations

**Literature****Compulsory Reading****Further Reading**

- Chambers, B., & Zaharia, M. (2018).  
Spark: The definitive guide: Big data processing made simple  
. Newton, MA: O'Reilly Media.
- Elmasri, R., & Navathe, S. B. (2015).  
Fundamentals of database systems  
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ed.). New York, NY: Pearson.
- Lander, J. P. (2017).  
R for everyone: Advanced analytics and graphics  
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ed.). Boston, MA: Addison-Wesley Professional.
- Lyubimov, D., & Palumbo, A. (2016).  
Apache Mahout: Beyond MapReduce  
. North Charleston, SC: CreateSpace Independent Publishing.
- Modi, R. (2017).  
Azure for architects: Implementing cloud design, DevOps, IoT, and serverless solutions on your  
public cloud  
. Birmingham: Packt Publishing.
- Valliappa Lakshmanan, V. (2018).  
Data science on the Google Cloud Platform: Implementing end-to-end real-time data pipelines:  
From Ingest to machine learning  
. Newton, MA: O'Reilly Media.
- Walkowiak, S. (2016).  
Big data analytics with R: Utilize R to uncover hidden patterns in your big data  
. Birmingham: Packt Publishing.
- White, T. (2015).  
Hadoop: The definitive guide: Storage and analysis at Internet scale  
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th  
ed.). Newton, MA: O'Reilly Media.
- Wittig, A., & Wittig, M. (2018).  
Amazon Web Services in action  
(2  
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ed.). Shelter Island, NY: Manning Publications.
- Géron, A. (2017).  
Hands-on machine learning with Scikit-Learn and TensorFlow  
. Sebastopol, CA: O'Reilly Media, Inc.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Supply Chain and Sourcing Management

Module Code: MWCH\_E

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

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

## Module Coordinator

Prof. Dr. Hubert Vogl (Global Supply Chain Management) / Prof. Dr. Hubert Vogl (Supply Chain Risk Management and Controlling)

## Contributing Courses to Module

- Global Supply Chain Management (MWCH01\_E)
- Supply Chain Risk Management and Controlling (MWCH02\_E)

## Module Exam Type

### Module Exam

### Split Exam

Global Supply Chain Management

- Study Format "Fernstudium": Exam, 90 Minutes

Supply Chain Risk Management and Controlling

- Study Format "Fernstudium": Exam, 90 Minutes

## Weight of Module

see curriculum

**Module Contents****Global Supply Chain Management**

- Value networks - motives, typologies, goals
- Directions of impact of SCM strategies

**Supply Chain Risk Management and Controlling**

- SCM instruments
- Controlling systems in value networks
- Risk management in value networks

**Learning Outcomes****Global Supply Chain Management**

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

**Supply Chain Risk Management and Controlling**

On successful completion, students will be able to

- assess tasks of the controlling department and evaluate problems in implementation of controlling systems in supply chains.
- assess the significance of key figures in supply chain controlling and know how these are used.
- reflect on instruments of SC controlling and determine combinations of classical and innovative controlling instruments.
- determine when SCM software is used in controlling and what is required for their implementation.
- explain the tools of controlling and apply them in practice.
- name and explain options that influence the success of a supply chain, why risk management is carried out within supply chains and compatible strategies for supply chains.
- understand the organizational design with System Dynamics and the use in the supply chain management.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Transportation & Logistics

**Links to other Study Programs of IUBH**

All Master Programs in the Transport & Logistics fields

# Global Supply Chain Management

Course Code: MWCH01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

A problem-centered understanding of global value networks requires knowledge of their motives and goals. Furthermore, in view of the apparent diversity, it seems particularly useful to systematize these networks in certain typologies. On the basis of such systematizations it is then possible to systematize the spectrum of strategically relevant questions and design options in the field of SCM in a differentiated form. In addition, this also makes it possible to present the instrumental categories of SCM that are particularly relevant in this context.

## Course Outcomes

On successful completion, students will be able to

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

## Contents

1. Motives and Effects of Logistics Value Networks
  - 1.1 What does Supply Chain Management mean?
  - 1.2 What is logistics management?
  - 1.3 Service providers in the supply chain
  - 1.4 Importance of Supply Chain Management
2. Typologies of SCM and design models
  - 2.1 Supply chain strategy
  - 2.2 Instruments for supply chain strategies
  - 2.3 Inventory Reduction in Warehouse Management
  - 2.4 Freight cost reduction within the framework of the transport cost policy
  - 2.5 Efficient Replenishment



3. Problem-oriented concepts and corresponding management concepts
  - 3.1 Problems in the supply chain
  - 3.2 Interfaces in the Supply Chain
  - 3.3 The Bullwhip Effect
  - 3.4 Collaborative Planning, Forecasting and Replenishment (CPFR)
4. Tasks and goals of the SCM
  - 4.1 Tasks in Supply Chain Management
  - 4.2 Goals of Supply Chain Management
  - 4.3 Sustainable Supply Chain Management (SSCM)
5. Cooperation and coordination
  - 5.1 The Corporate Strategy
  - 5.2 Sensible corporate strategies: Instruments and Methods
  - 5.3 Strategic alliances in the context of supply chain management
  - 5.4 Requirements for successful cooperation
  - 5.5 Bundling of activities and process adjustments in cooperations
6. Supply, disposal and recycling strategies
  - 6.1 Supply strategies
  - 6.2 Disposal strategies
  - 6.3 Recycling, reuse/recycling and the corresponding strategies
7. Quality assurance
  - 7.1 Quality management systems
  - 7.2 Quality Assurance in Supply Chain Management
  - 7.3 Methods in quality management
  - 7.4 Instruments in organizational design
8. Information retrieval
  - 8.1 Information Technology in Supply Chain Management
  - 8.2 Business Software
  - 8.3 The Balanced Scorecard as a control instrument

**Literature****Compulsory Reading****Further Reading**

- Arndt, H. (2010): Supply Chain Management. Optimization of logistic processes. 5th edition, Gabler, Wiesbaden.
- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
- Corsten, H./Gössinger, R. (2008): Introduction to Supply Chain Management. 2nd edition, Oldenbourg, Munich.
- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th Edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.
- Werner, H. (2010): Supply Chain Management. Basics, strategies, instruments. Springer, Berlin.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Supply Chain Risk Management and Controlling

Course Code: MWCH02\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Global value networks prove to be particularly dynamic and sometimes fragile constructions. This observation draws attention to two important aspects of SCM: On the one hand, the need to develop an effective and efficient controlling system for such supply chains. The controlling information generated via key figure systems can make important contributions to the stabilization and optimization of the value-added network. On the other hand, to the necessity of a systematic risk management, with the focus on early identification and future prospects.

## Course Outcomes

On successful completion, students will be able to

- assess tasks of the controlling department and evaluate problems in implementation of controlling systems in supply chains.
- assess the significance of key figures in supply chain controlling and know how these are used.
- reflect on instruments of SC controlling and determine combinations of classical and innovative controlling instruments.
- determine when SCM software is used in controlling and what is required for their implementation.
- explain the tools of controlling and apply them in practice.
- name and explain options that influence the success of a supply chain, why risk management is carried out within supply chains and compatible strategies for supply chains.
- understand the organizational design with System Dynamics and the use in the supply chain management.

## Contents

1. Basics of controlling in and of supply chains
  - 1.1 Conceptual design of controlling in supply chain management systems
  - 1.2 The importance of controlling in the supply chain
  - 1.3 Cost Tracking
  - 1.4 Different types of supply chain controlling
2. Key figure systems in the supply chain
  - 2.1 Meaning of key figures
  - 2.1 Types of key figures in the supply chain
  - 2.2 Visualization of key figures

3. Instruments in Supply Chain Controlling
  - 3.1 SCOR models as control instruments
  - 3.2 From traditional to innovative instruments
4. Controlling the Supply Chain in Connection with Information Technology
  - 4.1 ERP Systems
  - 4.2 CRM and SCM Systems
  - 4.3 Case study for the implementation of an SCM system
  - 4.4 Success Factors for the Use of SCM Software
5. Tools of Controlling in the Supply Chain
  - 5.1 Activity-Based Costing
  - 5.2 Benchmarking
6. Risk Management in the Supply Chain
  - 6.1 Risks in the Supply Chain
  - 6.2 Sources of risk in the supply chain
  - 6.3 Risks and Business Success
7. Risk policy strategies in the supply chain
  - 7.1 Risk Management within the Supply Chain
  - 7.2 Risk Analysis
  - 7.3 Risk Assessment
  - 7.4 Risk provisioning
8. Organizational design through systems thinking and simulation approaches
  - 8.1 Fundamentals of organizational design
  - 8.2 System Dynamics: System thinking and simulation
  - 8.3 Active Data Warehousing as a technological approach for supply chain controlling and risk management

**Literature****Compulsory Reading****Further Reading**

- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
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- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

MWCH02\_E



## Consumer Behavior and Research

Module Code: DLMBCBR

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

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

### Module Coordinator

Caterina Fox (International Consumer Behavior) / Caterina Fox (Applied Marketing Research)

### Contributing Courses to Module

- International Consumer Behavior (DLMBCBR01)
- Applied Marketing Research (DLMBCBR02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### International Consumer Behavior

- Study Format "Fernstudium": Exam, 90 Minutes

##### Applied Marketing Research

- Study Format "Fernstudium": Exam, 90 Minutes

### Weight of Module

see curriculum

### **Module Contents**

#### **International Consumer Behavior**

- Consumer Behavior
- The Consumer Decision-Making Process
- Internal Influences on Consumer Behavior
- External Influences on Consumer Behavior
- International Consumer Behavior
- International Marketing Strategy and Consumer Behavior

#### **Applied Marketing Research**

- The Role of Marketing Research in Managerial Decision-Making
- Problem Definition and the Marketing Research Process
- Secondary Data and Qualitative Research
- Survey Research and the Concept of Measurement
- Observational Research
- Sampling Issues, Data Processing, and Fundamental Data Analysis
- Communicating the Research Results

**Learning Outcomes**

**International Consumer Behavior**

On successful completion, students will be able to

- outline the purchase decision-making process undertaken by the consumer.
- describe the internal and external influences on the consumer decision-making processes.
- identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior
- develop a plan to generate required market research data regarding consumer behavior and decision-making.
- be able to generate, analyze, interpret and report relevant data regarding consumers.
- present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies.

**Applied Marketing Research**

On successful completion, students will be able to

- recognize and promote the importance of marketing research methodologies in supporting key marketing management decisions.
- identify some of the challenges of marketing research in an international environment.
- identify appropriate analysis tools for a given marketing related problem on a strategic and operational level.
- identify errors made in the research process.
- Outline the stages of the marketing research process.
- identify ethics problems in a marketing research situation and propose an ethically sound approach.
- propose a research design to study a particular research question.
- compare and contrast different research methods.
- recommend good practice for a variety of research techniques.
- Design questionnaires with sound measurement properties.
- interpret results of advanced marketing research efforts.
- transfer the gained insights into their future international work environment.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) Marketing & Sales

**Links to other Study Programs of IUBH**

All Master Programmes in the Marketing field(s)

# International Consumer Behavior

Course Code: DLMBCBR01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

In a global economy characterized by greater competition, companies operating internationally need comprehensive market-driven strategies to survive in the market place. The course provides students with the relevant concepts for understanding the international environment of the company with focus on the demand side/the consumer. Students learn how differences in culture, economic systems, and political environments impact consumers' behavior in terms of decision-making in the fields of acquisition, consumption, and disposal of products, services, experiences, and ideas.

## Course Outcomes

On successful completion, students will be able to

- outline the purchase decision-making process undertaken by the consumer.
- describe the internal and external influences on the consumer decision-making processes.
- identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior
- develop a plan to generate required market research data regarding consumer behavior and decision-making.
- be able to generate, analyze, interpret and report relevant data regarding consumers.
- present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies.

## Contents

1. Consumer Behavior
  - 1.1 Consumer Behavior and International Marketing
  - 1.2 Consumer Decision-Making in the Marketplace
2. The Consumer Decision-Making Process
  - 2.1 The Pre-Purchase Stage
  - 2.2 The Purchase Stage
  - 2.3 The Post-Purchase Stage

3. Internal Influences on Consumer Behavior
  - 3.1 Motives and Motivation
  - 3.2 Perception
  - 3.3 Attitude
4. External Influences on Consumer Behavior
  - 4.1 Culture
  - 4.2 Subculture
  - 4.3 Groups and Families
5. International Consumer Behavior
  - 5.1 Cultural Dimensions
  - 5.2 The Influence of Social Media on Consumer Decision-Making
6. International Marketing Strategy and Consumer Behavior
  - 6.1 International Market Segmentation and Product Positioning
  - 6.2 Consumer Behavior and Product Strategy
  - 6.3 Consumer Behavior and Communication Strategy
  - 6.4 Consumer Behavior and Pricing Strategy
  - 6.5 Consumer Behavior and Distribution Strategy

**Literature****Compulsory Reading****Further Reading**

- Schiffman, L. G., & Kanuk, L. L. (2014). Consumer behavior. Frenchs Forest, N.S.W.: Pearson Education Australia.
- Solomon, M. (2016). Consumer behavior: Buying, having, and being (12th ed.). New York City, NY: Pearson.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Applied Marketing Research

Course Code: DLMBCBR02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBCBR01

## Course Description

In a global economy characterized by greater competition, companies operating internationally need comprehensive market-driven strategies in order to survive in the market place. The course allows students to explore marketing research, the information-gathering arm of marketing practice. The topic is viewed primarily from the perspective of a consumer of marketing research, i.e. a busy manager who needs information to guide decision making. Given their role in decision-making regarding marketing and sourcing marketing research, it is helpful for managers to understand how producers of research approach the process. This background will help you as a manager to become a better-informed consumer of research who is able to participate in research design, evaluate the quality of marketing information that crosses your desk, and conduct marketing research projects yourself when appropriate.

## Course Outcomes

On successful completion, students will be able to

- recognize and promote the importance of marketing research methodologies in supporting key marketing management decisions.
- identify some of the challenges of marketing research in an international environment.
- identify appropriate analysis tools for a given marketing related problem on a strategic and operational level.
- identify errors made in the research process.
- Outline the stages of the marketing research process.
- identify ethics problems in a marketing research situation and propose an ethically sound approach.
- propose a research design to study a particular research question.
- compare and contrast different research methods.
- recommend good practice for a variety of research techniques.
- Design questionnaires with sound measurement properties.
- interpret results of advanced marketing research efforts.
- transfer the gained insights into their future international work environment.

## Contents

1. The Role of Marketing Research in Managerial Decision-Making
  - 1.1 The Importance of Marketing Research in Decision-Making
  - 1.2 The Institutions Involved in Marketing Research
  - 1.3 Common Challenges in Conducting Marketing Research

2. Problem Definition and the Marketing Research Process
  - 2.1 From Problem Recognition to Research Objectives: Step One
  - 2.2 From Research Design to Follow-Up: Steps Two to Six
  - 2.3 Forward and Backward Linkages in the Marketing Research Process
3. Secondary Data and Qualitative Research
  - 3.1 Advantages and Limitations of Secondary Data
  - 3.2 Definition and Types of Qualitative Research
  - 3.3 Limitations of Qualitative Research
4. Survey Research and the Concept of Measurement
  - 4.1 Survey Errors and Their Impact on Research Outcomes
  - 4.2 Measurement Scales
  - 4.3 Questionnaire Design
5. Observational Research
  - 5.1 Observational Research Defined
  - 5.2 Approaches to Observational Research
  - 5.3 Advantages and Limitations of Observational Research
6. Sampling Issues, Data Processing, and Fundamental Data Analysis
  - 6.1 Sampling Methods and Types of Samples
  - 6.2 Data Processing Issues
  - 6.3 Fundamental Data Analysis
7. Communicating the Research Results
  - 7.1 The Major Steps in Communicating the Results
  - 7.2 Organization of the Research Report
  - 7.3 The Marketing Research Presentation



**Literature****Compulsory Reading****Further Reading**

- Aaker, D. A., Kumar, V., & Day, G. S. (2012). *Marketing research* (11th ed.). Hoboken, N.J.: Wiley & Sons.
- Anderson, D. R., Sweeney, D. J., Williams, T. A., & Anderson, D. R. (2016). *Statistics for business and economics* (13th ed.). Nashville, TN: South-Western College.
- Churchill, G. A., & Iacobucci, D. (2009). *Marketing research: Methodological foundations* (10th ed.). Nashville, TN: South-Western College.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate data analysis: A global perspective* (7th ed., New International). Upper Saddle River, NJ: Pearson.
- Malhotra, N. K. (2009). *Marketing research: An applied orientation* (6th ed.). Upper Saddle River, NJ: Prentice Hall.
- Solomon, M. (2016). *Consumer behaviour: Buying, having, and being* (12th ed.). New York City, NY: Pearson

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## Accounting

Module Code: DLMBACCE

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

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

### Module Coordinator

Prof. Dr. Gerhard Sälzer (Advanced Management Accounting & Control ) / Prof. Dr. Gerhard Sälzer (Current Issues in Accounting)

### Contributing Courses to Module

- Advanced Management Accounting & Control (DLMBACCE01)
- Current Issues in Accounting (DLMBACCE02)

### Module Exam Type

#### Module Exam

#### Split Exam

Advanced Management Accounting & Control

- Study Format "Fernstudium": Exam,  
90 Minutes

Current Issues in Accounting

- Study Format "Fernstudium": Exam,  
90 Minutes

### Weight of Module

see curriculum

### **Module Contents**

#### **Advanced Management Accounting & Control**

- Controllership and the CFO: Core Competencies, Organization, and Strategies
- Contingency Theory and Management Accounting and Control
- Levers of Control
- Behavioral Management Accounting and Control
- Transfer Pricing, and Corporate and Shared Service Centers
- Balance Scorecard, Executive Remuneration, and Control
- Product Life Cycle, Business Strategy, and Control

#### **Current Issues in Accounting**

- Preparation of Financial Statements
- Optimization of Receivables and Inventory
- Optimization of Liabilities and Equity
- Current Issues in Financial Accounting
- Valuing Businesses
- Capital Budgeting 154
- Financial Modeling and Valuation

**Learning Outcomes****Advanced Management Accounting & Control**

On successful completion, students will be able to

- Describe how controllership is set up in international companies.
- Explain how management accounting and control have to consider the contingencies under which they are set up.
- Design management accounting and control processes specific to the contingencies characterizing a specific company.
- Utilize management accounting and control processes to address strategic uncertainties and support organizational learning.
- Design, evaluate, and optimize management accounting and control systems and practices to influence the behavior of managers and employees.
- Identify the importance of transfer pricing for multinational groups.
- Discuss the role of the CFO in an international company.

**Current Issues in Accounting**

On successful completion, students will be able to

- explain selected management and financial accounting issues.
- Analyze relevant issues specific to the level of financial accounting established in a company.
- Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management.
- Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control.
- Discuss recent developments concerning IFRS.
- Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring.
- Identify the functions of a chief treasurer or controller in a multinational corporation.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) of Finance & Tax Accounting

**Links to other Study Programs of IUBH**

All Master Programmes in the Business & Management field(s)

## Advanced Management Accounting & Control

Course Code: DLMBACCE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

This course deals with advanced aspects of management accounting and control. Students will understand how controllership is set up in international companies and explore the contingencies of management accounting and control, e.g. strategy, organizational life cycle phase, size, and ownership structure. The course also introduces the concept of the levers of control and highlights not only the traditional feedback and constraining function of control systems, but also the learning and expanding function of these control levers. As management accounting and control ultimately aims to influence the behavior of managers and employees when implementing the organization's goals, behavioral aspects must be considered. Constraints such as limitations concerning the information processing capabilities of managers have to be taken into account when designing management control systems. Furthermore, as companies grow larger and operate in different countries, transfer pricing systems for controlling corporate and shared service centers have to be set up. Upon completion of this course, students will also understand the consequences of different approaches to transfer pricing.

### Course Outcomes

On successful completion, students will be able to

- Describe how controllership is set up in international companies.
- Explain how management accounting and control have to consider the contingencies under which they are set up.
- Design management accounting and control processes specific to the contingencies characterizing a specific company.
- Utilize management accounting and control processes to address strategic uncertainties and support organizational learning.
- Design, evaluate, and optimize management accounting and control systems and practices to influence the behavior of managers and employees.
- Identify the importance of transfer pricing for multinational groups.
- Discuss the role of the CFO in an international company.

**Contents**

1. Controllershship and the CFO: Core Competencies, Organization, and Strategies
  - 1.1 Management Accounting and Control
  - 1.2 Core Competencies of CFOs and Controllers
  - 1.3 Controllershship Strategies
  - 1.4 Organization of the Controller and Finance Unit
2. Contingency Theory and Management Accounting and Control
  - 2.1 Contingency Theory
  - 2.2 Differences in Management Accounting and Control According to Different Contingencies
  - 2.3 Limitations of Contingency Theory
3. Levers of Control
  - 3.1 Levers of Control
  - 3.2 Implications of the Levers of Control for the Management Accounting and Control Function
  - 3.3 Instruments for Different Levers of Control
4. Behavioral Management Accounting and Control
  - 4.1 Cognitive and Behavioral Constraints of Managers
  - 4.2 Implications for the Design of Management Accounting and Control Systems
  - 4.3 Behavioral Aspects of Implementing Management Control Systems
5. Transfer Pricing, and Corporate and Shared Service Centers
  - 5.1 Transfer Pricing Methods
  - 5.2 Transfer Pricing in Multi-National Companies
  - 5.3 Organizing Corporate Centers and Allocation of Their Costs
  - 5.4 Organizing and Pricing of Shared Service Centers
6. Balance Scorecard, Executive Remuneration, and Control
  - 6.1 Balanced Scorecard: An Overview
  - 6.2 Measures in Balanced Scorecard
  - 6.3 Agency Theory and Balanced Scorecard
  - 6.4 Implications of Balanced Scorecard on Control

7. Product Life Cycle, Business Strategy, and Control
  - 7.1 An Overview of Product Life Cycle
  - 7.2 Stages of Product Life Cycle and Business Strategy
  - 7.3 Implications of Product Life Cycle on Control



## Literature

### Compulsory Reading

#### Further Reading

- Atkinson, A. A., Kaplan, R. S., Matsumara, E. M., & Young, S. M. (2012). Management accounting: Information for decision making and strategy execution (6th ed.). Upper Saddle River, NJ: Pearson.
- Bangemann, T. O. (2005). Shared services in finance and accounting . Aldershot, Hants, England: Gower.
- Buytendijk, F. (2010). Dealing with dilemmas: Where business analytics fall short . Chichester: Wiley.
- Chenhall, R. H. (2007). Theorizing contingencies in management control systems research. Handbooks of Management Accounting Research, 2, 163–205.
- Davila, A., & Foster, G. (2005). Management accounting systems adoption decisions: Evidence and performance implications from early-stage/startup companies. The Accounting Review, 80(4), 1039–1068.
- Lovallo, D., & Kahnemann, D. (2003). Delusions of success: How optimism undermines executives' decisions. Harvard Business Review, 81(7), 56–63.
- Merchant, K. A., & Pick, K. (2010). Blind spots, biases and other pathologies in the boardroom . New York: Business Expert Press.
- Schuster, P., & Clarke, P. (2010). Transfer prices: Functions, types and behavioral implications. Management Accounting Quarterly, 11(2), 22–32.
- Tarasovich, B., & Lyons, B. (2009). Finance flies high: How Unilever redesigned its finance function to build value and drive growth. Strategic Finance, 91(5), 25–29.
- Tuomela, T. (2005). The interplay of different levers of control: A case study of introducing a new performance measurement system. Management Accounting Research, 16(3), 293–320.
- Weber, J., & Nevries, P. (2010). Drivers of successful controllership: Activities, people, and connecting with management . New York: Business Expert Press.
- Wickramasinghe, D., & Alawattage, C. (2007). Towards contingency theory of management accounting. Management accounting change: Approaches and perspectives , 381–407. London: Routledge.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## Current Issues in Accounting

Course Code: DLMBACCE02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBACCE01

### Course Description

Management accounting and financial accounting are constantly changing and adapting to internal and external circumstances. Financial accounting according to IFRS is continually evolving; developments occur in accounting rules and instruments for financial management are constantly emerging. Following the financial and economic crisis in 2008, accounting changed significantly following the introduction of additional regulatory rules and operating requirements. This course gives students an insight into selected issues and provides practical examples in management accounting and financial accounting. Students are introduced to specific tasks of a CFO with regard to accounting and financial management. The course will also facilitate students to develop an in-depth understanding of working capital optimization and capital restructuring. Finally, students will apply their financial and management accounting knowledge in an integrated financial modeling exercise.

### Course Outcomes

On successful completion, students will be able to

- explain selected management and financial accounting issues.
- Analyze relevant issues specific to the level of financial accounting established in a company.
- Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management.
- Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control.
- Discuss recent developments concerning IFRS.
- Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring.
- Identify the functions of a chief treasurer or controller in a multinational corporation.

### Contents

1. Preparation of Financial Statements
  - 1.1 Accrual and Deferral Concepts for Recording Transactions
  - 1.2 End-of-Period Adjustments and the Use of Accounting Estimates
  - 1.3 Preparation of Financial Statements and the Classified Balance Sheet
  - 1.4 The Accrual Basis of Accounting and the Interpretation of Financial Statements
  - 1.5 Financial Analysis and the Company's Liquidity: Working Capital Ratio, Current Ratio, and Quick Ratio

2. Optimization of Receivables and Inventory
  - 2.1 Receivables and Uncollectibles
  - 2.2 Accounting for Receivables and Uncollectibles
  - 2.3 Inventories Classification
  - 2.4 Inventory Cost Flow Assumptions and Their Impact on Financial Statements
  - 2.5 Financial Analysis: Accounts Receivable and Inventory Turnover Ratios
3. Optimization of Liabilities and Equity
  - 3.1 Financing Using Current Liabilities, Notes Payable, and Contingencies
  - 3.2 Long-Term Sources of Finance
  - 3.3 Debt and Equity Financing and Earnings Per Share
  - 3.4 Financial Statement Analysis Using Price-Earnings Ratio
4. Current Issues in Financial Accounting
  - 4.1 International Financial Reporting Standards (IFRS)
  - 4.2 Principle- Versus Rule-Based Standards and IFRS Fair Value Measures
  - 4.3 Specific IFRS Standards
  - 4.4 Financial Statement Presentation under IFRS
  - 4.5 Integrated Revenue Recognition and the Implications of Adopting IFRS
5. Valuing Businesses
  - 5.1 Financial Statements and Valuation
  - 5.2 Accrual Accounting and Valuation: Pricing Book Value
  - 5.3 Accrual Accounting and Valuation: Pricing Earnings
  - 5.4 Business Valuation Methods in Practice
  - 5.5 Corporate Restructuring, Corporate Governance, and Auditor's Role in Firm Valuation
6. Capital Budgeting
  - 6.1 Capital Budgeting Decisions
  - 6.2 Non-Discounting Models: Payback and Accounting Rate of Return
  - 6.3 Discounting Models: The Net Present Value (NPV) Method and Internal Rate of Return (IRR)
  - 6.4 NPV Versus IRR for Selecting Mutually Exclusive Projects
  - 6.5 Basics of Modeling Capital Budgeting
7. Financial Modeling and Valuation
  - 7.1 Using Assumptions and Building a Financial Model
  - 7.2 Analysis, Valuation, and Planning

## Literature

### Compulsory Reading

#### Further Reading

- Bank for International Settlements. (2011).  
Basel III: A global regulatory framework for more resilient banks and banking systems  
. Retrieved June 21, 2016 from  
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- Bodmer, E. (2014).  
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- Chapman, C. S., Hopwood, A. G., & Shields, M. D. (2009).  
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- Chew, D. H. (2001).  
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- Copeland, T. E., Weston, J. F., & Shastri, K. (2004).  
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(8th ed., pp. 592–627). San Diego, CA: Academic Press.
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Mergers, acquisitions, and corporate restructurings  
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- Sagner, J. (2014).  
Working capital management: Applications and case studies  
(pp. 1–32, 89–141). New York, NY: John Wiley & Sons.
- Shefrin, H. (2005).  
Behavioral corporate finance  
. Boston, MA: McGraw-Hill.
- Weston, F. J., Mitchell, M., & Mulherin, H. (2003).  
Takeovers, restructuring and corporate governance  
(4th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## IT Governance and Service Management

Module Code: DLMBITGSM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction</b> English
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### Module Coordinator

Prof. Dr. André Köhler (IT Service Management) / Prof. Dr. André Köhler (IT Governance and Compliance)

### Contributing Courses to Module

- IT Service Management (DLMBITGSM01)
- IT Governance and Compliance (DLMBITGSM02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### IT Service Management

- Study Format "Fernstudium": Exam, 90 Minutes (0)

##### IT Governance and Compliance

- Study Format "Fernstudium": Exam, 90 Minutes

### Weight of Module

see curriculum

**Module Contents****IT Service Management**

- IT infrastructure library (ITIL)
- ITIL service strategy
- ITIL service design
- ITIL service transition
- ITIL service operation

**IT Governance and Compliance**

- Establishing IT governance and compliance
- COBIT framework
- IT governance frameworks
- Data protection and data security

**Learning Outcomes****IT Service Management**

On successful completion, students will be able to

- understand IT service management as the enabler of information technology strategies and operations objectives.
- define the touchpoints between IT service management and management information systems.
- differentiate between lightweight and heavyweight approaches to IT service management.
- understand benchmarks and assessments to measure the capability of a service provider and its IT service management competences.
- apply IT services management tools and platforms proactively based on current information technology research and advisory.

**IT Governance and Compliance**

On successful completion, students will be able to

- explain IT governance and compliance both as tools to achieve organizational goals and to satisfy regulatory requirements.
- know the different IT governance frameworks given, in particular the industry standard model COBIT.
- set out the processes and policies for administering and managing IT systems for ensuring compliance with local and international regulatory requirements.
- understand that ensuring compliance with the IT governance framework can be a daunting task that requires constant collection, organization, monitoring, analysis and reporting on event logs to detect and manage control-related activity.
- recognize the IT governance and compliance monitoring tools for ensuring that controls for information systems are effectively implemented, monitored, and maintained.



**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Computer Science & Software Development.

**Links to other Study Programs of IUBH**

All Master Programmes in the IT & Technology field.

# IT Service Management

Course Code: DLMBITGSM01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

This course focuses on the nature and practice of IT services that keep IT systems running. It introduces students to the knowledge and experience needed to provide IT as a service to organizations, mainly based on the IT Infrastructure Library (ITIL) which is the industry standard for this purpose.

## Course Outcomes

On successful completion, students will be able to

- understand IT service management as the enabler of information technology strategies and operations objectives.
- define the touchpoints between IT service management and management information systems.
- differentiate between lightweight and heavyweight approaches to IT service management.
- understand benchmarks and assessments to measure the capability of a service provider and its IT service management competences.
- apply IT services management tools and platforms proactively based on current information technology research and advisory.

## Contents

1. Introduction to IT Service Management
  - 1.1 IT Services, Business IT Services
  - 1.2 Service Level Agreement (SLA)
  - 1.3 IT Service Management
  - 1.4 Reference Models for IT Service Management
2. IT Infrastructure Library (ITIL)
  - 2.1 Purpose and content of the IT Infrastructure Library
  - 2.2 Service Live Cycle in ITIL
  - 2.3 Overview on Service Strategy and Operational Processes
  - 2.4 Continual Service Improvement

3. ITIL – Service Strategy
  - 3.1 Business Relationship Management
  - 3.2 Service Portfolio Management
  - 3.3 Financial Management for Services
  - 3.4 Demand Management
4. ITIL – Operational Processes: Service Design
  - 4.1 Service Level Management
  - 4.2 Service Catalogue Management
  - 4.3 Availability Management
  - 4.4 Service Continuity Management
5. ITIL – Operational Processes: Service Transition
  - 5.1 Transition Planning and Support
  - 5.2 Change Management
  - 5.3 Service Asset and Configuration Management
  - 5.4 Release and Deployment Management
6. ITIL – Operational Processes: Service Operation
  - 6.1 Incident Management
  - 6.2 Problem Management
  - 6.3 Request Fulfilment
  - 6.4 Event Management

**Literature****Compulsory Reading****Further Reading**

- Orand, B. (2011). Foundations of IT service management with ITIL 2011: ITIL foundations course in a book. Create Space Independent Publishing Platform.
- Sturm, R. (2000). Foundations of service level management (1st ed.). Hoboken, NJ: Sams Publishing.
- van Bon, J. (2007). Foundations of ITIL V3. Reading: Van Haren Publishing.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online-Vorlesung
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

# IT Governance and Compliance

Course Code: DLMBITGSM02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

IT governance and compliance are key elements within corporate governance, since most modern businesses rely heavily on IT infrastructure for their success. These elements detail the required leadership and organizational structures for maintaining and extending information technology in order to meet business strategies and objectives.

## Course Outcomes

On successful completion, students will be able to

- explain IT governance and compliance both as tools to achieve organizational goals and to satisfy regulatory requirements.
- know the different IT governance frameworks given, in particular the industry standard model COBIT.
- set out the processes and policies for administering and managing IT systems for ensuring compliance with local and international regulatory requirements.
- understand that ensuring compliance with the IT governance framework can be a daunting task that requires constant collection, organization, monitoring, analysis and reporting on event logs to detect and manage control-related activity.
- recognize the IT governance and compliance monitoring tools for ensuring that controls for information systems are effectively implemented, monitored, and maintained.

## Contents

1. About IT Governance
  - 1.1 Concept and Definitions
  - 1.2 The Value of IT in the Organization
  - 1.3 Current State and Perceptions
  - 1.4 Governance, Compliance and Risk Management in IT

2. Establishing IT Governance and Compliance
  - 2.1 Assessment
  - 2.2 IT Strategy
  - 2.3 Tactics
  - 2.4 Operations
  - 2.5 Compliance
  - 2.6 Performance
3. The COBIT Framework
  - 3.1 Overview of COBIT
  - 3.2 The COBIT Goals Cascade
  - 3.3 The COBIT Process Reference Model
  - 3.4 Deploying and Implementing COBIT
4. IT Governance Frameworks
  - 4.1 Quality Management as a Foundation
  - 4.2 ISO 9000 Family
  - 4.3 Maturity Models
  - 4.4 Relationship to Service and Architecture Frameworks (ITIL, TOGAF)
  - 4.5 Relationship to IT Security Frameworks (ISO 27000 family)
5. Data Protection and IT Security
  - 5.1 Data Protection
  - 5.2 IT Security Management
  - 5.3 IT Security Threats and Attack Scenarios
  - 5.4 Countermeasures
  - 5.5 Cryptography

**Literature****Compulsory Reading****Further Reading**

- Calder, A., Watkins, S., & Page, K. (2012). IT governance: An international guide to data security and ISO27001/ISO27002. Philadelphia, PA: Kogan Page Ltd.
- DeLuccia, J. (2008). IT compliance and controls: Best practices for implementation. Hoboken, NJ: John Wiley & Sons.
- ISACA (2012). Cobit 5 [Computer Software].
- Selig, G. (2008). Implementing IT governance: A practical guide to global best practices in IT management. Reading: Van Haren Publishing.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLMBITGSM02



# Product Development and Design Thinking

Module Code: DLMBPDDT

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

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

## Module Coordinator

Prof. Dr. Leonardo Riccardi (Product Development) / Prof. Dr. Leonardo Riccardi (Design Thinking)

## Contributing Courses to Module

- Product Development (DLMBPDDT01)
- Design Thinking (DLMBPDDT02)

## Module Exam Type

### Module Exam

### Split Exam

#### Product Development

- Study Format "Fernstudium": Exam, 90 Minutes

#### Design Thinking

- Study Format "Fernstudium": Written Assessment: Project Report

## Weight of Module

see curriculum

**Module Contents**

**Product Development**

- Production planning techniques
- Design tasks
- Product development approaches
- Digital product development and organizational aspects

**Design Thinking**

This course will put students in the mindset of Design Thinking. Students will be introduced to phases and distinct methods for inspiration, as well as the ideation and implementation of products. A current list of topics is located in the Learning Management System.

**Learning Outcomes**

**Product Development**

On successful completion, students will be able to

- know the basic definitions and principles of (new) product development.
- understand the key skills in product development.
- discuss, differentiate, and select appropriate product development approaches with respect to a given scenario.
- work with digital product development tools and techniques like CAD, PDM and PLM at a basic level.
- develop own solutions and approaches to academic and practical questions.
- discuss, evaluate, and adapt different digital product development techniques and tools.

**Design Thinking**

On successful completion, students will be able to

- comprehend, critically reflect on, and adopt the Design Thinking mindset.
- understand the inspiration, ideation, and implementation phases.
- evaluate and identify appropriate methods from the toolbox of human-centered design for given design tasks and challenges.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Design

**Links to other Study Programs of IUBH**

All Master Programs in the Design, Architecture & Construction fields

# Product Development

Course Code: DLMBPDDT01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

This course aims to provide basic work and problem-solving methods for the successful development of products. It introduces the definition of key design tasks and various alternative product development approaches such as flow-based, lean product development, and design thinking. Finally, the students will become familiar with the use of computer-aided design (CAD) tools and how they integrate into modern product development approaches.

## Course Outcomes

On successful completion, students will be able to

- know the basic definitions and principles of (new) product development.
- understand the key skills in product development.
- discuss, differentiate, and select appropriate product development approaches with respect to a given scenario.
- work with digital product development tools and techniques like CAD, PDM and PLM at a basic level.
- develop own solutions and approaches to academic and practical questions.
- discuss, evaluate, and adapt different digital product development techniques and tools.

## Contents

1. Introduction
  - 1.1 Basic Definitions
  - 1.2 The Product Development Process
  - 1.3 Indicators and Metrics
  - 1.4 Product Development Models
  - 1.5 Current Trends in Product Development
2. The Product Development Process
  - 2.1 Planning
  - 2.2 Concept Development
  - 2.3 Design
  - 2.4 Testing and Refinement
  - 2.5 Production and Ramp-up

3. Product Development Approaches
  - 3.1 Lean Product Development
  - 3.2 Design Thinking
  - 3.3 Human-Centered Design
  - 3.4 User Experience Strategy
  - 3.5 Open Innovation
4. Digital Tools
  - 4.1 Computer-Aided Design
  - 4.2 Computer-Aided Quality
  - 4.3 Product Data Management
  - 4.4 Product Lifecycle Management
5. Organizational Perspective
  - 5.1 Incremental, Platform, and Breakthrough Development
  - 5.2 Building Teams
  - 5.3 Political Issues in Organizations
  - 5.4 Distributed New Product Development

### Literature

#### Compulsory Reading

#### Further Reading

- 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, 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 Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Design Thinking

Course Code: DLMBPDDT02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBPDDT01

## Course Description

In this course, students will receive a hands-on introduction to human-centered design via the Design Thinking method. Beyond conveying the individual basic principles, the procedures in Design Thinking are examined in detail. In order to fully understand Design Thinking in terms of important aspects in practice, selected methods for the individual process steps are presented in theory and application. Students will learn to improve their design process by reflecting on and adapting their activities.

## Course Outcomes

On successful completion, students will be able to

- comprehend, critically reflect on, and adopt the Design Thinking mindset.
- understand the inspiration, ideation, and implementation phases.
- evaluate and identify appropriate methods from the toolbox of human-centered design for given design tasks and challenges.

## Contents

- This seminar covers current topics and trends in Design Thinking, illustrating some methods and techniques as well as case studies. Each participant must create a seminar paper on a chosen project, where he/she describes the application of the Design Thinking approach to a real product development scenario.

## Literature

### Compulsory Reading

### Further Reading

- Brown, T. (2008): Design thinking. Harvard Business Review, 86(6), 84-95.
- Brown, T. (2009): Change by design: How design thinking transforms organizations and inspires innovation. Harper Business, New York, NY.
- IDEO.org. (2015): The field guide to human-centered design. IDEO.org.
- Kelley, T. / Kelley, D. (2013): Creative confidence: Unleashing the creative potential within us all. Crown Business, New York, NY.
- The Open Group. (2009): The Open Group Architecture Framework (TOGAF) (Version 9.0) [Software]. Available from <https://www.opengroup.org/architecture/togaf9/downloads.html>.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMBPDDT02



## Big Data

Module Code: DLMBBD

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

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

### Module Coordinator

Dr. Hamzeh Alavirad (Data Utilization) / Dr. Alavirad Hamzeh (Application Scenarios and Case Studies)

### Contributing Courses to Module

- Data Utilization (DLMBBD01)
- Application Scenarios and Case Studies (DLMBBD02-01)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Data Utilization

- Study Format "Fernstudium": Exam, 90 Minutes

##### Application Scenarios and Case Studies

- Study Format "Fernstudium": Written Assessment: Case Study

### Weight of Module

see curriculum

**Module Contents****Data Utilization**

- Pattern recognition
- Natural language processing
- Image recognition
- Detection and sensing
- Problem-solving
- Decision-making

**Application Scenarios and Case Studies**

- Agile development
- Workflow overview
- Fields of application
- Sprint Planning; Sprint
- Sprint Retrospective
- Committee presentation

**Learning Outcomes****Data Utilization**

On successful completion, students will be able to

- understand how identity, similarity, and diversity of data can be utilized in problem-solving approaches.
- differentiate between complicated and complex systems of investigation.
- identify the variability of a problem under investigation.
- distinguish between invariant and dynamic features of an investigated system.
- synthesize gained insights to propose a reliable data analytics solution.

**Application Scenarios and Case Studies**

On successful completion, students will be able to

- establish an application scenario for data science within a self-organized team.
- identify requirements and appropriate technologies for data collection.
- evaluate and select applicable technologies for data pre-processing and processing.
- assess challenges and risks of the selected approach.
- define clearly the outcome and value of the approach.
- elaborate a conceptual design document and presentation for decision-makers.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) of Data Science & Artificial Intelligence

**Links to other Study Programs of IUBH**

All Master Programmes in the IT & Technology field(s)

# Data Utilization

Course Code: DLMBBD01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The course Data Utilization introduces case-based applications that take advantage of regularities and patterns found within continuously generated texts, images, or sensor data. The cases solve issues of pattern recognition, natural language processing, image recognition, detection and sensing, problem-solving, and decision support. The cases are related to the application fields of cybersecurity, linguistics, augmented reality, intelligent transportation, problem-solving, and decision support.

## Course Outcomes

On successful completion, students will be able to

- understand how identity, similarity, and diversity of data can be utilized in problem-solving approaches.
- differentiate between complicated and complex systems of investigation.
- identify the variability of a problem under investigation.
- distinguish between invariant and dynamic features of an investigated system.
- synthesize gained insights to propose a reliable data analytics solution.

## Contents

1. Introduction
  - 1.1 The Meaning of Identity, Similarity, and Diversity
  - 1.2 Data Patterns and Ontologies
2. Pattern Recognition
  - 2.1 Analysis of User Interaction, Attitude, and Behavior
  - 2.2 Predictive Analytics
  - 2.3 Preventing the Unknown: User Behavior Analytics in Cybersecurity
3. Natural Language Processing
  - 3.1 Concepts of Natural Language
  - 3.2 Speech Recognition and Acoustic Modeling
  - 3.3 Discerning the Meaning: Linguistics and Social Media

4. Image Recognition
  - 4.1 Basics of Image Representation
  - 4.2 Integral Transforms and Compression
  - 4.3 Exploiting the Visual: Image Recognition for Augmented Reality
5. Detection and Sensing
  - 5.1 Sensor Construction and Techniques
  - 5.2 Intelligent Agents and Surveillance
  - 5.3 Managing the Complex: Sensor Networks in Intelligent Transportation Systems
6. Problem-solving
  - 6.1 Knowledge Sharing and the Cloud
  - 6.2 Rule-based Systems
  - 6.3 Learning from Nature: Expert Systems in Business
7. Decision Support
  - 7.1 Invariants, Determinants, and Alternatives in Decision-making
  - 7.2 Correlation and Causality in Strategic Decision-making
  - 7.3 Approaching the Crossroads: Dashboards and Visualization
8. Data Security and Data Protection
  - 8.1 Securing Data Storage and Processing Infrastructure Against Unauthorized Access
  - 8.2 Compliance and Regulations, GDPR

**Literature****Compulsory Reading****Further Reading**

- Strong, C. (2015).  
Humanizing big data: Marketing at the meeting of data, social science and consumer insight  
. London: Kogan Page.
- Wheeler, S. R. (2016).  
Architecting experience: A marketing science and digital analytics handbook  
. Singapore: World Scientific Publishing.
- Farzindar, A., Inkpen, D., & Hirst, G. (2017).  
Natural language processing for social media  
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ed.). San Rafael, CA: Morgan & Claypool Publishers.
- Bajcsy, P., Chalfoun, J., & Simon, M. (2017).  
Web microanalysis of big image data  
. Berlin: Springer.
- Hsu, H., Chang, C., & Hsu, C. (Eds.). (2017).  
Big data analytics for sensor-network collected intelligence  
. Cambridge, MA: Academic Press.
- Delen, D. (2015).  
Real-world data mining: Applied business analytics and decision making  
. New York, NY: Person.
- Pearl, J., & Mackenzie, D. (2018).  
The book of why: The new science of cause and effect  
. New York, NY: Basic Books.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

# Application Scenarios and Case Studies

Course Code: DLMBBD02-01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBBD01

## Course Description

This course provides an opportunity for students to work on application scenarios for data science in selected industry sectors. This allows the students to combine the learning objectives from the other modules in a setting which closely resembles further work applications: Starting from the identification of suitable application areas, a specific use-case is selected and a set of metrics and/or KPIs is selected which can be used whether the case study is considered successful and leads to tangible benefit. A broad discussion on which data and type of data, as well as where to obtain, store, and process the data, allows students detailed insight into many practical issues that arise when dealing with data-driven projects, ranging from technical questions about infrastructure to data quality and relevant domain expertise. The actual work on the case study begins with the creation of a detailed project plan which defines objectives, means, and outcome. The plan is then implemented using an agile project management framework. The course closes with delivery of a design document and a final presentation in front of a committee of selected lecturers.

## Course Outcomes

On successful completion, students will be able to

- establish an application scenario for data science within a self-organized team.
- identify requirements and appropriate technologies for data collection.
- evaluate and select applicable technologies for data pre-processing and processing.
- assess challenges and risks of the selected approach.
- define clearly the outcome and value of the approach.
- elaborate a conceptual design document and presentation for decision-makers.

## Contents

1. Introduction to Agile Frameworks
  - 1.1 Scrum
  - 1.2 Kanban
  - 1.3 EduScrum
2. Fields of Application & Case Study Setup
  - 2.1 Overview of Fields of Application
  - 2.2 Definition of Success
  - 2.3 Selection of either of the fields (1 per team)

3. Data Sources
  - 3.1 Identifying Potential Internal and External Data Sources
  - 3.2 Identifying Potential Data Types and Data Processing Requirements
  - 3.3 Identifying Potential Data Quality Challenges
4. Case Study Work
  - 4.1 Creating a Project Plan
  - 4.2 Implementation of the Case Study Using the Agile Approach
5. Case Study Presentation
  - 5.1 Case Study Presentation: Approach and Key Findings
  - 5.2 Creation and Submission of Case Study Report

## Literature

### Compulsory Reading

### Further Reading

- Drake, M. J. (2013).  
The applied business analytics casebook: Applications in supply chain management, operations management, and operations research  
. New York, NY: Pearson.
- Simon, P. (2013).  
Too big to ignore: The business case for big data  
. Hoboken, NJ: Wiley.
- Delhij, A., van Solingen, R., & Wijnands, W. (2015).  
The eduScrum guide  
[online]. Retrieved from: [http://eduscrum.nl/file/CKFiles/The\\_eduScrum\\_Guide\\_EN\\_1.2\(1\).pdf](http://eduscrum.nl/file/CKFiles/The_eduScrum_Guide_EN_1.2(1).pdf)
- Schwaber, K., & Sutherland, J. (2017).  
The Scrum guide  
. [Online]. Retrieved from <https://www.scrumguides.org/docs/scrumguide/v2017/2017-Scrum-Guide-US.pdf>



**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Case Study
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b>	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLMBBD02-01

## Advanced Robotics 4.0

Module Code: DLMAIEAR

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	DLMAIEAR01	MA	10	300 h

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

### Module Coordinator

Prof. Dr. Ulrich Kerzel (Industrial and Mobile Robots ) / Prof. Dr. Ulrich Kerzel (Project: Collaborative Robotics )

### Contributing Courses to Module

- Industrial and Mobile Robots (DLMAIEAR01)
- Project: Collaborative Robotics (DLMAIEAR02)

### Module Exam Type

#### Module Exam

#### Split Exam

Industrial and Mobile Robots

- Study Format "Fernstudium": Exam, 90 Minutes

Project: Collaborative Robotics

- Study Format "Fernstudium": Written Assessment: Project Report

### Weight of Module

see curriculum

**Module Contents****Industrial and Mobile Robots**

- Architectural components of mobile and industrial robots
- Mathematical description
- Design of interactions and control

**Project: Collaborative Robotics**

- Human-robot interaction
- Safety operation
- Human-friendly robot design

A current list of topics is located in the Learning Management System.

**Learning Outcomes****Industrial and Mobile Robots**

On successful completion, students will be able to

- identify the main challenges of robotics in the era of Industry 4.0.
- understand the working principles of industrial and mobile robots.
- model a robotic system and design a motion control algorithm.
- use software platforms to command the execution of tasks and retrieve the execution status.

**Project: Collaborative Robotics**

On successful completion, students will be able to

- classify interactions between robots and humans.
- identify safety and risk scenarios.
- understand the principles of human-friendly robot design.
- apply algorithms for safe interaction.

**Links to other Modules within the Study Program**

**Links to other Study Programs of IUBH**

# Industrial and Mobile Robots

Course Code: DLMAIEAR01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The focus of this course is the theoretical foundation of mobile and industrial robotics. First, the basic concepts, architectural components (e.g., actuators and sensors), and challenges related to mobile and industrial robotics in the era of Industry 4.0 are presented. Next, the mathematical aspects concerning robot kinematics and trajectory planning are considered. These are necessary in order to define the operative task that a robot (mobile or industrial) must execute. The dynamics of a robotic system provides a mathematical model of the robot which can be exploited for simulation, design, and to control the task execution. There are various control architectures and approaches for robotic systems. This course focuses on the centralized and de-centralized architectures, as well as simple control design (e.g., proportional-integral-derivative control approaches). Finally, this course introduces the main software platforms and architectures used to control and exchange data with robots in a multi-agent environment, for instance, a manufacturing facility where many robots execute different tasks or must cooperate. The main patterns of such architectures and their uses are discussed. The adoption of model-based sensing/perception and control approaches yields intelligent systems which interact with the environment. This course concludes with an overview of behavior-based robotics, where robots are able to dynamically react to and learn from the real world.

## Course Outcomes

On successful completion, students will be able to

- identify the main challenges of robotics in the era of Industry 4.0.
- understand the working principles of industrial and mobile robots.
- model a robotic system and design a motion control algorithm.
- use software platforms to command the execution of tasks and retrieve the execution status.

## Contents

1. Introduction
  - 1.1 Robots and manufacturing
  - 1.2 Industrial robots
  - 1.3 Mobile robots
  - 1.4 Actuators for robotics
  - 1.5 Trends in robotics

2. Kinematics
  - 2.1 Position and orientation of a rigid body
  - 2.2 Joint kinematics
  - 2.3 Forward kinematics
  - 2.4 Inverse kinematics
  - 2.5 Differential kinematics
  - 2.6 Kinematics of mobile robots
3. Trajectory Planning
  - 3.1 Basic concepts
  - 3.2 Trajectories in the joints space
  - 3.3 Trajectories in the workspace
  - 3.4 Trajectory planning for mobile robots
4. Sensing and Perception
  - 4.1 Position
  - 4.2 Velocity
  - 4.3 Force
  - 4.4 Distance
  - 4.5 Visual
5. Fundamentals of Robot Dynamics
  - 5.1 Rigid body dynamics
  - 5.2 Lagrange formulation
  - 5.3 Newton formulation
  - 5.4 Direct and inverse dynamics
  - 5.5 Dynamics of mobile robots
6. Control of Robots
  - 6.1 Basic concepts
  - 6.2 Decentralized motion control
  - 6.3 Centralized motion control
  - 6.4 Force control

7. Architecture of Robotic Systems
  - 7.1 Architectural components
  - 7.2 Open Robot Control Software (OROCOS)
  - 7.3 Yet Another Robotic System Platform (YARP)
  - 7.4 Robot Operating System (ROS)
  - 7.5 Behavior-based robotics

## Literature

### Compulsory Reading

#### Further Reading

- Ben-Ari, M., & Mondada, F. (2018). Elements of robotics . Cham: Springer.
- Corke, P. (2017). Robotics, vision and control (2nd ed.). Berlin, Heidelberg: Springer.
- Mihelj, M., Bajd, T., Ude, A., Lenarčič, J., Stanovnik, A., Munih, M., ... Šlajpah, S. (2019). Robotics (2nd ed.). Cham: Springer.
- Siciliano, B., & Khatib, O. (Eds.). (2016). Springer handbook of robotics (2nd ed.). Berlin, Heidelberg: Springer.
- Siegwart, R., Nourbakhsh, I. R., Scaramuzza, D., & Siegwart, R. (2011). Introduction to autonomous mobile robots (2nd ed.). Cambridge, MA: MIT Press.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Online-Vorlesung
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.



# Project: Collaborative Robotics

Course Code: DLMAIEAR02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		5	DLMAIEAR01

## Course Description

A collaborative robot is a robot which is used in collaborative operation, where humans and robots share the same workspace. This course focuses on the basic concepts of collaborative robotics, such as classification of human-robot interaction, definition of safe interaction, soft robotics and human-friendly robot design, and algorithms to guarantee such a safe interaction. The students will receive a hands-on introduction to the topic, with the goal of being able to autonomously design, simulate and test collaborative robotic systems.

## Course Outcomes

On successful completion, students will be able to

- classify interactions between robots and humans.
- identify safety and risk scenarios.
- understand the principles of human-friendly robot design.
- apply algorithms for safe interaction.

## Contents

- Each participant must create a project report on a topic related to collaborative robotics, focusing on design and/or implementation aspects.

**Literature****Compulsory Reading****Further Reading**

- Ben-Ari, M., & Mondada, F. (2018). Elements of robotics . Cham: Springer.
- Corke, P. (2017). Robotics, vision and control (2nd ed.). Berlin, Heidelberg: Springer.
- Mihelj, M., Bajd, T., Ude, A., Lenarčič, J., Stanovnik, A., Munih, M., ... Šlajpah, S. (2019). Robotics (2nd ed.). Cham: Springer.
- Siciliano, B., & Khatib, O. (Eds.). (2016). Springer handbook of robotics (2nd ed.). Berlin, Heidelberg: Springer.
- Teixeira, J. V. S., Reis, A. M., Mendes, F. B., & Vergara, L. G. L. (2019). Collaborative Robots. In P. Arezes (Ed.), Occupational and environmental safety and health. Studies in systems, decision and control (pp. 791-796). Cham: Springer.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b>	<b>Tutorial</b> 30 h	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
The learning materials include guidelines, vodcasts, online tutorials, and forums. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

DLMAIEAR02





## 4. Term

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## Master Thesis

Module Code: MMTHE

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	30	900 h

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

### Module Coordinator

Degree Program Advisor (SGL) (Master Thesis) / Degree Program Advisor (SGL) (Colloquium)

### Contributing Courses to Module

- Master Thesis (MMTHE01)
- Colloquium (MMTHE02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Master Thesis

- Study Format "Fernstudium": Masterarbeit (90)

##### Colloquium

- Study Format "Fernstudium": *Type of examination* (10)

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Master Thesis</b></p> <ul style="list-style-type: none"> <li>▪ Master's thesis</li> </ul> <p><b>Colloquium</b></p> <ul style="list-style-type: none"> <li>▪ Colloquium on the Master's thesis</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Master Thesis</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.</li> <li>▪ analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.</li> <li>▪ record and analyse existing (research) literature appropriate to the topic of the Master's thesis.</li> <li>▪ prepare a detailed written elaboration in compliance with scientific methods.</li> </ul> <p><b>Colloquium</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ present a problem from their field of study under consideration of academic presentation and communication techniques.</li> <li>▪ reflect on the scientific and methodological approach chosen in the Master's thesis.</li> <li>▪ actively answer subject-related questions from subject experts (experts of the Master's thesis).</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field(s) of Methods.</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Master Programmes in the Business &amp; Management field(s).</p>

## Master Thesis

Course Code: MMTHE01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		27	none

### Course Description

The aim and purpose of the Master'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 Master's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyse 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 to be chosen by the student from the respective field of study should not only prove the acquired scientific competences, but should also deepen and round off the academic knowledge of the student in order to optimally align his professional abilities and skills with the needs of the future field of activity.

### 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.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

### Contents

- Within the framework of the Master'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 his ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b> <ul style="list-style-type: none"><li>▪ Hunziker, A. W. (2010): Fun at scientific work. This is how you write a good semester, bachelor or master thesis. 4th edition, SKV, Zurich.</li><li>▪ Wehrlin, U. (2010): Scientific work and writing. Guide to the preparation of Bachelor's theses, Master's theses and dissertations - from research to book publication. AVM, Munich.</li><li>▪ Selection of literature according to topic</li></ul>

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Thesis-Kurs
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> yes
<b>Type of Exam</b>	Masterarbeit

<b>Student Workload</b>					
<b>Self Study</b> 810 h	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 810 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## Colloquium

Course Code: MMTHE02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
MA	English		3	none

### Course Description

The colloquium will take place after submission of the Master's thesis. This is done at the invitation of the experts. During the colloquium, the students must prove that they have fully 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, and the answering of questions by the experts.

### Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

### Contents

- The colloquium includes a presentation of the most important results of the Master's thesis, followed by the student answering the reviewers' technical questions.

### Literature

#### Compulsory Reading

#### Further Reading

- Renz, K.-C. (2016): The 1 x 1 of the presentation. For school, study and work. 2nd edition, Springer Gabler, Wiesbaden.

**Study Format Fernstudium**

<b>Study Format</b> Fernstudium	<b>Course Type</b> Thesis Defense
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> yes
<b>Type of Exam</b>	

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b> 90 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed