

# MODULE HANDBOOK

## **Bachelor of Arts**

### Bachelor Entrepreneurship (FS-BAENE)

**180 ECTS**

**Distance Learning**

Classification: Undergraduate

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2021-08-16





# 1. Semester

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## International Marketing

Module Code: DLBDSEIMB1

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

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

### Module Coordinator

Caterina Fox (International Marketing )

### Contributing Courses to Module

- International Marketing (DLBDSEIMB01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

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

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Marketing & Communication fields

# International Marketing

Course Code: DLBDSEIMB01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

3. Case Studies in International Market Entry and Marketing Strategies
  - 3.1 Case Study: Nivea in South Korea
  - 3.2 Case Study: Bosch and Siemens Hausgeräte GmbH in China
  - 3.3 Case Study: Siemens Mobile in China
  - 3.4 Case Study: Siemens in China
4. International Product Management and Product Development
  - 4.1 Goals of International Product Management
  - 4.2 Framework Conditions for International Product Management
  - 4.3 International Product Decisions
  - 4.4 International Product Development
5. Exchange Rate Fluctuations and International Price Calculation
  - 5.1 Tasks and Objectives of International Price Management
  - 5.2 Factors Influencing International Price Management
  - 5.3 Instruments of International Price Management
6. International Communication and International Sales Policy
  - 6.1 International Communication Management
  - 6.2 International Sales Management
7. International Marketing and Ethics
  - 7.1 Overview of International Marketing and Ethics
  - 7.2 Business Ethics in International Companies
  - 7.3 Case Study: Nestlé
8. Applied Market Research and Its Influence on Consumer Behavior
  - 8.1 Scope of International Market Research
  - 8.2 Requirements for International Market Research Information
  - 8.3 International Secondary Research
  - 8.4 International Primary Research
9. Monitoring and Control in International Marketing
  - 9.1 Controlling in International Management
10. Six Sigma, Brand Management, and Rebranding
  - 10.1 Six Sigma: Basics, Definitions, and Processes
  - 10.2 Brand Management
  - 10.3 Rebranding

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

- Backhaus, K./Voeth, M. (2010): Internationales Marketing. Schäffer-Poeschel Stuttgart.
- Berndt, R./Altobelli, C. F./Sander, M. (2010): Internationales Marketing-Management. 4. Auflage, Springer, Berlin.
- Homburg, C./Krohmer, H. (2009): Marketingmanagement. Strategie – Instrumente – Umsetzung – Unternehmensführung. 3. Auflage, Gabler, Wiesbaden.
- Horx, M. (2005): Wie wir leben werden. Unsere Zukunft beginnt jetzt. Campus, Frankfurt a. M.
- Kotabe, M./Helsen, K. (2008): Global Marketing Management. 4. Auflage, Wiley, Hoboken (NJ).
- Kotler, P./Keller K. L./Bliemel, F. (2007): Marketing-Management. Strategien für wertschaffendes Handeln. 12. Auflage, Pearson Studium, Stuttgart.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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



## Introduction to Academic Work

Module Code: DLBCSIAW

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

Semester / Term	Duration	Regularly offered in	
s. Curriculum/see curriculum	Minimum 1 semester	WiSe/SoSe	

### Module Coordinator

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

### Contributing Courses to Module

- Introduction to Academic Work (DLBCSIAW01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Workbook

#### Split Exam

### Weight of Module

s. Curriculum/see curriculum

### Module Contents

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

**Learning Outcomes****Introduction to Academic Work**

Nach erfolgreichem Abschluss sind die Studierenden in der Lage, /On successful completion, students will be able to

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

**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 Bachelor Programmes in the Business & Management field

## Introduction to Academic Work

Course Code: DLBCSIAW01

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

### Course Description

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

### Course Outcomes

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,/On successful completion, students will be able to

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

### Contents

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

2. Application of Good Scientific Practice
  - 2.1 Research Ethics
  - 2.2 Evidence Teaching
  - 2.3 Data Protection and Affidavit
  - 2.4 Orthography and Shape
  - 2.5 Identification and Delimitation of Topics
  - 2.6 Research Questions and Structure
3. Research Methods
  - 3.1 Empirical Research
  - 3.2 Literature and Reviews
  - 3.3 Quantitative Data Collection
  - 3.4 Qualitative Data Collection
  - 3.5 Mix of Methods
  - 3.6 Critique of Methods and Self-Reflection
4. Librarianship: Structure, Use, and Literature Management
  - 4.1 Plagiarism Prevention
  - 4.2 Database Research
  - 4.3 Literature Administration
  - 4.4 4.4 Citation and Author Guidelines
  - 4.5 4.5 Bibliography
5. Scientific Work at the IUBH – Research Essay
6. Scientific Work at the IUBH - Project Report
7. Scientific Work at the IUBH - Case Study
8. Scientific Work at the IUBH - Bachelor Thesis
9. Scientific Work at the IUBH – Oral Assignment
10. Scientific Work at the IUBH – Oral Project Report
11. Scientific Work at the IUBH - Colloquium
12. Scientific Work at the IUBH - Portfolio
13. Scientific Work at the IUBH - Exam

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

- Bortz, J./Döring, N. (2012): Forschungsmethoden und Evaluation. Für Human- und Sozialwissenschaftler. 5. Auflage, Springer Medizin Verlag, Heidelberg.
- Braunecker, C. (2016): How to do Empirie, how to do SPSS – eine Gebrauchsanleitung. Facultas Verlags- und Buchhandels AG, Wien.
- Engelen, E.M. et al. (2010): Heureka – Evidenzkriterien in den Wissenschaften, ein Kompendium für den interdisziplinären Gebrauch. Spektrum akademischer Verlag, Heidelberg.
- Flick, U. et al. (2012): Handbuch Qualitative Sozialforschung. Grundlagen, Konzepte, Methoden und Anwendungen. 3. Auflage, Beltz Verlag, Weinheim.
- Hug, T./Poscheschnik, G. (2015): Empirisch Forschen, 2. Auflage, Verlag Huter & Roth KG, Wien.
- Hussy, W. et al. (2013): Forschungsmethoden in Psychologie und Sozialwissenschaften. 2. Auflage, Springer Medizin Verlag, Heidelberg.

**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>	Workbook

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

## Introduction to User Research

Module Code: DLBUXEUR\_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	keine	BA	5	150 h

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

### Module Coordinator

Prof. Dr. Adelka Niels (Introduction to User Research)

### Contributing Courses to Module

- Introduction to User Research (DLBUXEUR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- User Centered Design Approach
- User Research Methods to determine user requirements
- Questionnaire design and interview methods
- Observation techniques
- Methods and tools of Service Design

**Learning Outcomes****Introduction to User Research**

On successful completion, students will be able to

- understand the approach of User Centered Design and apply it independently
- understand the difference between different User Research methods to determine user requirements and to select project-specific methods.
- know and apply Service Design approaches to the determination and consolidation of user research results.

**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 Bachelor Programs in the Business & Management field(s).



# Introduction to User Research

Course Code: DLBUXEUR01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	keine

## Course Description

The goal is to teach user research techniques for the derivation of user requirements. For this purpose, the approach of User Centered Design is introduced to the students. Special attention is given to the planning of the context of use analysis. The main focus of the course is on the teaching of user research methods, which students can select and apply on a project-specific basis after completing the course. Besides interview methods, observation techniques are taught. The design of questionnaires, observation protocols as well as the development of moderation guidelines for Focus Groups are also covered. The course concludes with the derivation and consolidation of qualitative and quantitative user requirements. In addition, the approach to Service Design will be discussed and specific Service Design methods and tools are presented.

## Course Outcomes

On successful completion, students will be able to

- understand the approach of User Centered Design and apply it independently
- understand the difference between different User Research methods to determine user requirements and to select project-specific methods.
- know and apply Service Design approaches to the determination and consolidation of user research results.

## Contents

1. Basics and Definitions of Terms
  - 1.1 Definitions of User Research and User Requirements
  - 1.2 Goals and challenges of User Research
2. Basic Idea of the User Centered Design
  - 2.1 Understanding
  - 2.2 Design
  - 2.3 Envision
  - 2.4 Evaluate
  - 2.5 Iterative Design
  - 2.6 Implementation

3. Planning User Context Analysis
  - 3.1 Reason, goals and procedure of the user context analysis
  - 3.2 Select and recruit users for data collection
  - 3.3 Preparatory Desk Research
  - 3.4 Work products and roles in User Requirements Engineering
4. User Research Methods for the Determination of User Requirements
  - 4.1 Observation Methods
  - 4.2 Interview Methods
  - 4.3 Questionnaires
  - 4.4 Focus Groups
  - 4.5 Cultural Probes
5. From User Context Information to User Requirements
  - 5.1 Identify Requirements
  - 5.2 Qualitative and Quantitative User Requirements
  - 5.3 Derive and structure User Requirements
  - 5.4 Consolidate User Requirements
6. Service Design Methods
  - 6.1 Objectives and Approaches
  - 6.2 User Journeys and Service Blueprints
  - 6.3 System Maps
  - 6.4 Writing User Stories
  - 6.5 Writing Research Reports

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

- Baxter, K./Courage, C./Caine, K. (2015): Understanding your users. A practical guide to user research methods. Elsevier Morgan Kaufmann, Amsterdam.
- Cooper, A./Reimann, R./Cronin, D./Noessel, Ch. (2014): About Face: The Essentials of Interaction Design. 4. Auflage, John Wiley & Sons, Indianapolis.
- Goodman, E./Kuniavsky, M./Moed, A. (2012): Observing the user experience. A practitioner's guide to user research. Elsevier Morgan Kaufmann, Amsterdam.
- Stickdorn, M./Hormess, M./Lawrence, A./Schneider, J. (2018): This is Service Design Doing. O'Reilly Media, Sebastopol.
- Travis, D. (2019): Think Like a UX Researcher: How to Observe Users, Influence Design, and Shape Business. Routledge.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Project: Development of Business Ideas

Module Code: DLBEPPEG\_E

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Project: Development of Business Ideas)

### Contributing Courses to Module

- Project: Development of Business Ideas (DLBEPPEG01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

By own application the methodical and creative process of the development of a start-up idea is imparted, with the goal to design a self-developed business idea up to the "problem-solution-fit".

**Learning Outcomes****Project: Development of Business Ideas**

On successful completion, students will be able to

- identify a relevant problem for the development of a business idea and conduct a problem and environment analysis.
- know and understand the methodical and creative processes for idea development and to apply them by developing your own or a fictitious business idea.
- explain the theoretical concept of the unique selling proposition of business ideas and formulate it for the self-developed business idea in contrast to its competitors.
- define the target group of the business idea by means of a market analysis and to illustrate them as so-called personas.
- present the business idea as a whole in a project presentation as an emotional story using the methodology of storytelling.

**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 Bachelor Programs in the Business & Management field

## Project: Development of Business Ideas

Course Code: DLBEPPEG01\_E

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

### Course Description

In this course, students learn to develop their own business idea. In addition to getting to know the necessary methodologies, they will also experience the process from identifying a problem to developing a fitting solution as a business idea. In order to experience this not only theoretically, a concrete start-up idea is developed by each student with the help of this process. Finally, the students present their results in a project presentation.

### Course Outcomes

On successful completion, students will be able to

- identify a relevant problem for the development of a business idea and conduct a problem and environment analysis.
- know and understand the methodical and creative processes for idea development and to apply them by developing your own or a fictitious business idea.
- explain the theoretical concept of the unique selling proposition of business ideas and formulate it for the self-developed business idea in contrast to its competitors.
- define the target group of the business idea by means of a market analysis and to illustrate them as so-called personas.
- present the business idea as a whole in a project presentation as an emotional story using the methodology of storytelling.

### Contents

- The course will teach the methodical and creative processes as well as the basics for developing a start-up idea. First of all, the methodical process of the steps of an idea development using current entrepreneurship methods will be discussed and their application will be instructed. The phases of the idea development process consist of the identification and analysis of a relevant problem, the creative development of possible solution approaches for the defined problem, the evaluation and selection of the most promising idea from a market point of view, the elaboration of the unique selling proposition with regard to the competition as well as the definition of the concrete target group of the business idea. The success factors for a successful idea development are not only discussed, but also directly reflected on the basis of the self-developed ideas. Finally, the basic preparation of a project presentation as an "investor pitch" is explained, using the methodology of storytelling. The project presentations will include the business idea

developed by the student. This idea will be presented in detail with the content developed from the process steps and presented in the form of an emotional story. The business ideas should be self-developed.

### Literature

#### Compulsory Reading

#### Further Reading

- Blank, S./Dorf. B. (2018): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, John Wiley & Sons Verlag, New Jersey.
- Maury, Ash (2012): Running lean: iterate from plan A to a plan that works, O'Reilly, Sebastopol.
- Ries, E. (2011): The Lean Startup : How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Currency, New York.
- Osterwalder, A./Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons Verlag, New Jersey.



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBEPPEG01\_E

## Business 101

Module Code: DLBBAB\_E

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

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

### Module Coordinator

Prof. Dr. Markus Prandini (Business 101)

### Contributing Courses to Module

- Business 101 (DLBBAB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam or Written Assessment: Written  
Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Business 101**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Business & Management fields

# Business 101

Course Code: DLBBAB01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Businesses and their environment
  - 1.1 Concepts of business
  - 1.2 A system of economic relationships
  - 1.3 Business environment
2. Types of business organizations
  - 2.1 Companies in production and service
  - 2.2 Divisions of companies
3. Management and structure of business
  - 3.1 Basics of Business Management
  - 3.2 Functions of organizations, managers and control
  - 3.3 The decision making process
  - 3.4 Organizational structure of business

4. Production of goods and services
  - 4.1 Origin and development of the production process
  - 4.2 Industrial strategy of business
5. Marketing of goods and services
  - 5.1 Goals and types of marketing
  - 5.2 Marketing mix
6. Management of labor
  - 6.1 Process of management of labor
  - 6.2 Demand in labor
  - 6.3 Human relations in organizations
7. Accounting in business
  - 7.1 Functions and goals of accounting
  - 7.2 Spheres of accounting
  - 7.3 Fundamental principles of accounting

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

- Edebe, A.E. (2013): Basic Principles and Practice of Business Administration. Xlibris, n. p.
- Ferrell, O.C./Hirt, G.A./Ferrell, L. (2020): Business: A Changing World. 12th ed., McGraw-Hill, New York.
- Skripak, S.J. (2018): Fundamentals of Business. 2nd ed., Virginia Tech Libraries, Blacksburg.

**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>	Exam or Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Presence</b> 0 h	<b>Tutorial</b> 25 h	<b>Self Test</b> 25 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBBAB01\_E



## International Contract Management

Module Code: DLBINTIWR\_E

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

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

### Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

### Contributing Courses to Module

- International Contract Management (DLBINTIWR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The four phases of contract management
- Phase I: Proposal preparation
- Phase II: Negotiation
- Phase III: Implementation
- Phase IV: Analysis

**Learning Outcomes****International Contract Management**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management fields

# International Contract Management

Course Code: DLBINTIWR01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

### Contents

1. The Four Phases of Contract Management
2. Phase I: Proposal Preparation
  - 2.1 The Bid Decision.
  - 2.2 The Structure of the Contract at a Glance
  - 2.3 The Contract Components in Detail: Title, Preamble, Planned and Unplanned, Final Provisions
  - 2.4 The Offer Preparation Process
3. Phase II: Negotiation
  - 3.1 The Submission of an Offer
  - 3.2 The External Negotiation: Planned and "Win/Win", Unplanned and "Win/Lose"
  - 3.3 The Internal Process: Risk Quantification and Approval
4. Phase III: Implementation
  - 4.1 The Coming into Effect of the Contract: Conclusion and "Conditions Precedent"
  - 4.2 Contract Performance and Liability for Material Defects
  - 4.3 Goals of Claim Management
  - 4.4 Claim Management as Conflict Management
  - 4.5 Conflict Resolution
5. Phase IV: Analysis
  - 5.1 Determining Success
  - 5.2 Lessons Learned

### Literature

#### Compulsory Reading

#### Further Reading

- Berkel, G. (2019): Learning to Negotiate. Cambridge University Press, Cambridge.
- Cummins, T./David, M./Kawamoto, K. (2011): Contract & Commercial Management. The Operational Guide. IACCM Series, Business Management, Zaltbommel.
- Lewicki, R.J./Saunders, D.M./Barry, B. (2003): Negotiation. New York, NY.
- Swegle, P. A. (2018): Contract Drafting and Negotiation. For Entrepreneurs and Professionals. Business Law Seminar Group, Seattle, WA.
- Ury, W.L./Brett, J.M./Goldberg, S.B. (1993): Getting Disputes Resolved. Designing Systems to Cut the Costs of Conflict. Jossey-Bass, Cambridge, MA.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

DLBINTIWR01\_E







## 2. Semester

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# Startup Financing

Module Code: DLBEPGF\_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	keine	BA	5	150 h

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

## Module Coordinator

Prof. Dr. Mirko Bendig (Startup Financing)

## Contributing Courses to Module

- Startup Financing (DLBEPGF01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Importance of startup financing
- Financing through equity capital
- Financing through debt capital
- Financing through mezzanine capital
- Other possibilities of the startup financing
- Financing vs. liquidity management
- Investor Relations

**Learning Outcomes****Startup Financing**

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

**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 Bachelor Programs in the Business & Management field(s).

# Startup Financing

Course Code: DLBEPGF01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	keine

## Course Description

In the context of each business startup the question of financing arises. Only if the founders have sufficient financial means at their disposal, they can put their plans into practice. Over the years, a multitude of financing options for startups has been established. In addition to equity capital, debt capital or mezzanine capital can be used. All these types of capital are different in structure and are suitable for different types of startup projects. Moreover, there is also the possibility of taking advantage of public subsidies or newer types of financing such as crowdfunding or cryptocurrencies. Although not every type of financing is suitable for every founder, it is nevertheless important for a founder of a new business to know his possibilities and to be able to decide what options to use. In addition, financing has a considerable impact on the liquidity management of a startup company as well as on investor relations.

## Course Outcomes

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

## Contents

1. Importance of startup financing
  - 1.1 Business startup
  - 1.2 Corporate Financing
  - 1.3 Special features of startup financing
2. Financing through equity capital
  - 2.1 Own financial resources and bootstrapping
  - 2.2 Informal and formal equity capital
3. Financing through debt capital
  - 3.1 Loans with cash flow
  - 3.2 Loans without cash flow
  - 3.3 Credit substitutes

4. Financing through mezzanine capital
  - 4.1 Silent partnerships
  - 4.2 Participatory loans
  - 4.3 Subordinated loan
5. Further possibilities of financing
  - 5.1 Crowdfunding
  - 5.2 Public subsidies
  - 5.3 Crypto Currencies
6. Financing vs. Liquidity Management
  - 6.1 Importance of financing for liquidity
  - 6.2 Liquidity Management
  - 6.3 Liquidity Planning
7. Investor Relations
  - 7.1 Communication and cooperation with investors
  - 7.2 Reporting to the capital providers

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

- Alemany, L./Andreoli, J.J. (2018): Entrepreneurial Finance. The Art and Science of Growing Ventures. Cambridge University Press, Cambridge.
- Rogers, S./Makonnen, R. (2020): Entrepreneurial Finance. Finance and Business Strategies for the Serious Entrepreneur. 4th ed., McGraw-Hill, New York.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 checked="" 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

DLBEPGF01\_E



## Accounting and Balancing

Module Code: DLBEPEAB

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Accounting and Balancing)

### Contributing Courses to Module

- Accounting and Balancing (DLBEPEAB01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Balance sheet, income statement, statement of cash flows
- IFRS Financial Statement of small and medium sized entities
- Recognition and Measurement Rules for IFRS Financial Reports
- Accounting equation and Ratio analysis
- Accrual basis of accounting and revenue recognition rules
- Debt and Equity financing of the firm

**Learning Outcomes****Accounting and Balancing**

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

**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 Bachelor Programs in the Business & Management field

# Accounting and Balancing

Course Code: DLBEPEAB01

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

## Course Description

The knowledge obtained in this class will provide you with an important set of tools that are vital for anyone who will be expected to use financial statements in a meaningful way, and make key managerial decisions particularly with respect to the start-up of an enterprise. Procedural aspects of financial accounting will be discussed in order to enhance your understanding of the content of the financial statements. However, the emphasis of the class is on analyzing the financial condition of an operating company and to make recommendations to the management for improvements.

## Course Outcomes

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

## Contents

1. Financial Accounting as Information Source
  - 1.1 Business activities and the role of accounting
  - 1.2 Basic financial statements
  - 1.3 Key ratios
2. General Accounting Principles
  - 2.1 Conceptual Framework under IFRS
  - 2.2 IFRS for SMEs
  - 2.3 BilMog and HGB in Germany

3. Measuring Performance: Income Statement and Statement of Cash Flow
  - 3.1 Accrual accounting
  - 3.2 Income statement
  - 3.3 Statement of cash flow
  - 3.4 Revenue recognition
4. Reporting and Analysing Assets: Balance Sheet
  - 4.1 Definition of Assets
  - 4.2 Inventory
  - 4.3 Property, plant & equipment
  - 4.4 Intangible assets
5. Reporting and Analysing Liabilities and Equity: Balance Sheet
  - 5.1 Definition of Liabilities and Equity
  - 5.2 Accounting for debt financing
  - 5.3 Accounting for contributed and earned capital
6. Financial Statement Analysis
  - 6.1 Horizontal and vertical Ratio Analysis
  - 6.2 Analysing profitability, liquidity, and solvency
  - 6.3 Using Accounting Information in Valuation
7. Accounting Illustrated – case study
  - 7.1 Application of Accounting principles
  - 7.2 Analysis of Accounting Information
  - 7.3 Recommendations based on Accounting Information

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

- Harrison, Walter T., et al. (2017): Financial Accounting. Global Edition, Pearson Education Limited. ProQuest Ebook Central. <https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5186889>.
- Van, Horne, J., et al. (2008): Fundamentals of Financial Management. Pearson Education, Limited. ProQuest Ebook Central. <https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5833605>.
- Stittle, John, and Robert T Wearing (2008): Financial Accounting. SAGE Publications. ProQuest Ebook Central. <https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=420915>.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Agile Project Management

Module Code: DLBCSAPM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Mark Menzel (Agile Project Management)

### Contributing Courses to Module

- Agile Project Management (DLBCSAPM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Agile Project Management**

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the IT & Technology fields



# Agile Project Management

Course Code: DLBCSAPM01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.

## Contents

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

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

- Röpstorff, S./Wiechmann, R. (2012): Scrum in der Praxis. Erfahrungen, Problemfelder und Erfolgsfaktoren. dpunkt.verlag, Heidelberg.
- Rubin, K. S. (2014): Essential Scrum. Umfassendes Scrum-Wissen aus der Praxis. Mitp Verlag, Frechen.
- Roock, A. (2011): Software-Kanban. Eine Einführung. In: Projektmagazin, Heft 4,
- Leffingwell, D. et al. (o. J.): Scaled Agile Framework. (URL: <http://scaledagileframework.com/> [letzter Zugriff: 17.07.2015]).
- Schwaber, K./Sutherland, J. (o. J.): The Scrum Guide - The definitive Guide to Scrum: The Rules of the Game. [www.scrumguides.org](http://www.scrumguides.org)

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBCSAPM01

## Applied Sales I

Module Code: DLBDSEAS1

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

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

### Module Coordinator

Prof. Dr. Patrick Geus (Applied Sales I)

### Contributing Courses to Module

- Applied Sales I (DLBDSEAS01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Applied Sales I**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Marketing & Communication fields

# Applied Sales I

Course Code: DLBDSEAS01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

2. The Distribution System
  - 2.1 Forms of Sales
  - 2.2 Sales Organisation
  - 2.3 Key Account Management
  - 2.4 Multi-Channel Distribution
3. Personal Sales
  - 3.1 The "New Sellers"
  - 3.2 Requirements for Sales Personalities
  - 3.3 The Key Account Manager
  - 3.4 Task of Sales Managers
4. Sales Plan
  - 4.1 Tasks and Objectives of Sales Management
  - 4.2 Observation of Competition in the Context of Sales Management
  - 4.3 Potential Analyses and Sales Planning
  - 4.4 Sales Control and Visit Strategies
5. New Customer Acquisition
  - 5.1 Identification of New Customer Potential
  - 5.2 Customer Relationship Management and Customer Acquisition
  - 5.3 Trade Fairs and Events
  - 5.4 Networking
6. The Sales Visit
  - 6.1 Frequency and Preparation of Visits
  - 6.2 Conduct of a Visit
  - 6.3 Visit Reports and Follow-Up
  - 6.4 Aftercare and Follow-Up
7. Conversational Tactics
  - 7.1 Structured Conversation Preparation
  - 7.2 Goal-Oriented Conversation: The D.A.L.A.S Model
  - 7.3 Questioning Techniques



8. Conducting Negotiations
  - 8.1 Psychology of Negotiation
  - 8.2 Negotiation Structure
  - 8.3 Objection Handling
  - 8.4 Price Negotiations
  
9. Other Sales Channels
  - 9.1 Telemarketing
  - 9.2 Catalogue and Brochure Sales
  - 9.3 Internet and E-Commerce

#### Literature

#### Compulsory Reading

#### Further Reading

- Dannenberg, H./Zupancic, D. (2010): Spitzenleistungen im Vertrieb. Optimierungen im Vertriebs- und Kundenmanagement. 2. Auflage, Gabler, Wiesbaden.
- Eicher, H. (2006): Die geheimen Spielregeln im Verkauf. Wissen, wie der Kunde tickt. Campus, Frankfurt a. M.
- Herndl, K. (2014): Führen im Vertrieb. So unterstützen Sie Ihre Mitarbeiter direkt und konsequent. 4. Auflage, Gabler, Wiesbaden.
- Limbeck, M. (2016): Das neue Hardselling. Verkaufen heißt verkaufen – So kommen Sie zum Abschluss. 6. Auflage, Gabler, Wiesbaden.
- Schneider, W./Henning, A. (2008): Lexikon Kennzahlen für Marketing und Vertrieb. Das Marketing-Cockpit von A – Z. 2. Auflage, Springer, Berlin/Heidelberg.
- Winkelmann, P. (2012): Marketing und Vertrieb. Fundamente für die Marktorientierte Unternehmensführung. 8. Auflage, Oldenbourg, München.

**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>	Exam

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Collaborative Work

Module Code: DLBCSCW

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

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

### Module Coordinator

Prof. Dr. Karin Halbritter (Collaborative Work)

### Contributing Courses to Module

- Collaborative Work (DLBCSCW01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Self-Directed and Collaborative Learning
- Networking and Cooperation
- Performance in (Virtual) Teams
- Communication, Arguments, and Being Convincing
- Potentials for Conflict and Managing Conflicts
- Self-Management and Personal Skills

**Learning Outcomes****Collaborative Work**

On successful completion, students will be able to

- design their own self-directed and collaborative learning processes with analog and digital media.
- initiate local and virtual cooperation and select suitable methods for shaping cooperation.
- assess different forms of communication in relation to the goals and requirements of different situations and reflect one's own communication and argumentation behaviour.
- explain potentials for conflict and the role of emotions in conflicts and describe the use of systemic methods in the target- and solution-oriented handling of conflicts.
- form an idea of one's own resources, present methods of self-management and self-motivation, and derive appropriate 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 Bachelor Programmes in the Business & Management fields

## Collaborative Work

Course Code: DLBCSCW01

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

### Course Description

The course supports the students in building up and expanding important interdisciplinary competences for our networked world, and in doing so, students can take advantage of the opportunities for constructive cooperation with others. It presents essential forms and design possibilities of collaborative learning and working, imparts basic knowledge and tools for self-managed, flexible, and creative thinking, learning and acting and familiarizes students with the topics of empathy and emotional intelligence. Students are also encouraged to use the course contents. In this way, they promote their autonomous competence to act and their competence in the interactive application of tools and in interacting in heterogeneous groups.

### Course Outcomes

On successful completion, students will be able to

- design their own self-directed and collaborative learning processes with analog and digital media.
- initiate local and virtual cooperation and select suitable methods for shaping cooperation.
- assess different forms of communication in relation to the goals and requirements of different situations and reflect one's own communication and argumentation behaviour.
- explain potentials for conflict and the role of emotions in conflicts and describe the use of systemic methods in the target- and solution-oriented handling of conflicts.
- form an idea of one's own resources, present methods of self-management and self-motivation, and derive appropriate strategies.

### Contents

1. Learning for a Networked World in a Networked World
  - 1.1 Requirements and Opportunities of the VUCA World
  - 1.2 Learning, Information, and Dealing with Knowledge and Ignorance
  - 1.3 C-Model: Collective – Collaborative – Continuous – Connected
  - 1.4 Checking Your Own Learning Behaviour
2. Networking and Cooperation
  - 2.1 Finding and Winning Suitable Cooperation Partners
  - 2.2 Sustainable Relationships: Digital Interaction and Building Trust
  - 2.3 Collaboration: Organizing Locally and Virtually and Using Media
  - 2.4 Social Learning: Agile, Collaborative, and Mobile Planning of Learning Processes

3. Performance in (Virtual) Teams
  - 3.1 Goals, Roles, Organization and Performance Measurement
  - 3.2 Team Building and Team Flow
  - 3.3 Scrum as a Framework for Agile Project Management
  - 3.4 Design Thinking, Kanban, Planning Poker, Working-in-Progress-Limits & Co
4. Communicate and Convince
  - 4.1 Communication as Social Interaction
  - 4.2 Language, Images, Metaphors, and Stories
  - 4.3 It's the Attitude that Counts: Open, Empathetic, and Appreciative Communication
  - 4.4 Listen Actively - Argue - Convince - Motivate
  - 4.5 Analyze Your Own Conversational and Argumentational Skills
5. Recognize Conflict Potentials - Handle Conflicts - Negotiate Effectively
  - 5.1 Respecting Diversity - Seizing Opportunities
  - 5.2 Developing Empathy for Yourself and Others
  - 5.3 Systemic Work Solutions and Reframing
  - 5.4 Negotiate Constructively: Finding Clear Words - Interests Instead of Positions
6. Realize Your Own Projects
  - 6.1 Set Goals Effectively - Focus - Reflect
  - 6.2 The Agile Use of One's Own Time
  - 6.3 (Self-)Coaching and Inner Team
  - 6.4 Strategies and Methods for Self-Management and Self-Motivation
7. Mobilize Your Resources
  - 7.1 Recognizing Resources - Regulating Emotions
  - 7.2 Reflection and Innovation - Lateral Thinking and Creativity
  - 7.3 Transfer Strength and Willpower: Analyzing and Controlling Condition Factors
8. Construction Kit: Overview of Concepts, Tools, and Methods
  - 8.1 Communicate, Cooperate, Negotiate, Argue
  - 8.2 Think, Reflect, Develop Ideas, Decide, Lead Yourself

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

- Baber, A. (2015): Strategic connections. The new face of networking in a collaborative world. Amacom, New York.
- Goleman, D. (2013): Focus. The hidden driver of excellence. Harper Collins USA, New York.
- Kaats, E./Opheij, W. (2014): Creating conditions for promising collaboration. Alliances, networks, chains, strategic partnerships. Springer Management, Berlin.
- Lang, M. D. (2019): The guide to reflective practice in conflict resolution. Rowman & Littlefield, Lanham/Maryland.
- Martin, S. J./Goldstein, N. J./Cialdini, R. B. (2015): The small BIG. Small changes that spark BIG influence. Profile Books, London.

**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> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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



## Project: Prototyping and validation of a business idea

Module Code: DLBEPPPV\_E

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Project: Prototyping and validation of a business idea)

### Contributing Courses to Module

- Project: Prototyping and validation of a business idea (DLBEPPPV01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The methodologies of prototyping and systematic validation of a start-up idea are taught by a doing by learning approach with the goal to enhance and evaluate a self-developed or fictitious business idea up to the "solution-market-fit".

**Learning Outcomes****Project: Prototyping and validation of a business idea**

On successful completion, students will be able to

- explain a test process for a business idea, design it independently and set it up in a start-up.
- understand the validation of a business idea as an iterative process.
- derive the relevant hypotheses, which need to be tested, from a business idea.
- transform the hypotheses into an experiential prototype and a corresponding experiment including test design and process.
- develop an experiential prototype and present it to potential customers.
- collect, evaluate and present the test results.

**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 Bachelor Programs in the Business & Management field

## Project: Prototyping and validation of a business idea

Course Code: DLBEPPP01\_E

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

### Course Description

In this course, students learn to systematically test a start-up idea on the market in order to determine and reduce the risk of implementing the business idea. The necessary prototyping and validation methods are established, learned and critically reflected with regard to their applicability to the own business idea. As a result of this process, a self-developed or fictitious business idea is validated by each student and the necessary process including results are presented in a project report.

### Course Outcomes

On successful completion, students will be able to

- explain a test process for a business idea, design it independently and set it up in a start-up.
- understand the validation of a business idea as an iterative process.
- derive the relevant hypotheses, which need to be tested, from a business idea.
- transform the hypotheses into an experiential prototype and a corresponding experiment including test design and process.
- develop an experiential prototype and present it to potential customers.
- collect, evaluate and present the test results.

### Contents

- The course will teach the entrepreneurship methods to transform a start-up idea into an experiential prototype ("first tangible prototype" who symbolizes the key value of the idea) and into hypotheses that can be tested on the market. First, the methodical process of the steps of an idea validation are discussed and its application is demonstrated by using an example of a business idea. The phases of the idea validation process are the conception of the test design and process, the derivation of an experiential prototype and the relevant hypotheses, the execution of the iterative tests using the test and experiment design with the target group of the business idea, and the analysis and evaluation of the test results. If necessary, several iterative test loops per business idea have to be executed to achieve the goal of the "solution-market-fit" of the business idea. The project report will contain the test concept developed and applied by the student with the following core elements: Test process including hypotheses and experiential prototypes of the self-developed or fictitious business idea as well as a comprehensive description and evaluation of the test results. The business idea can be either the students' own or a fictitious business idea.

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

- Bland, D./Osterwalder A. (2019): Testing Business Ideas: A Field Guide for Rapid Experimentation, John Wiley & Sons Verlag, New Jersey.
- Blank, S./Dorf. B. (2018): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, John Wiley & Sons Verlag, New Jersey.
- Knapp, J. (2016): Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days: How to Solve Big Problems and Test New Ideas in Just 5 Days, Simon & Schuster, New York.
- Ries, E. (2011): The Lean Startup : How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Currency, New York.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBEPPP01\_E







# 3. Semester

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# Management Accounting

Module Code: DLBMAE

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

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

## Module Coordinator

Prof. Dr. Muhammad Ashfaq (Management Accounting)

## Contributing Courses to Module

- Management Accounting (DLBMAE01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam or Written Assessment: Written  
Assignment

### Split Exam

## Weight of Module

see curriculum

## Module Contents

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

**Learning Outcomes****Management Accounting**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Business & Management fields

# Management Accounting

Course Code: DLBMAE01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

3. Simplistic Methods of Cost Allocation
  - 3.1 Cost Behavior: Direct and Indirect Costs
  - 3.2 The Need for Cost Allocation
  - 3.3 Predetermined Overhead Rate
  - 3.4 Departmental Overhead Rate
  - 3.5 Over- and Under-Application of Overhead
4. Activity-Based Costing
  - 4.1 The Rationale of Activity-Based Costing
  - 4.2 Implementing Activity-Based Costing
5. Overhead Analysis Sheet
  - 5.1 Departmental Cost Allocation
  - 5.2 Reciprocal Method
  - 5.3 Step Method
6. Relevant Cost Concepts
  - 6.1 Foundational Cost Concepts
  - 6.2 Replacement of Equipment
  - 6.3 Make or Buy
  - 6.4 Special Order
  - 6.5 Drop Product Line
7. Operating Budgets
  - 7.1 The Budgeting Process
  - 7.2 Sales Budget
  - 7.3 Production Budgets
  - 7.4 Administrative Expense Budget
  - 7.5 Budgeted Income Statement
8. Financial Budgets
  - 8.1 Cash Budget
  - 8.2 Conflicts and Pitfalls in Budgeting

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

- Bhimani, A. et al (2015): Management and cost accounting. 6th ed., Pearson, Harlow.
- Walsh, C. (2006): Key management ratios: The clearest guide to the critical numbers that drive your business. 4th ed., Prentice Hall, Harlow.
- Anthony, R./Govindarajan, V. (2006): Management control systems. 12th ed., McGraw Hill, New York, NY.

**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>	Exam or Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Presence</b> 0 h	<b>Tutorial</b> 25 h	<b>Self Test</b> 25 h	<b>Practical Experience</b> 0 h	<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 checked="" 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



## Managerial Economics

Module Code: DLBBWME\_E

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

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

### Module Coordinator

Prof. Dr. Andreas Simon (Managerial Economics)

### Contributing Courses to Module

- Managerial Economics (DLBBWME01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Managerial Economics**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Business & Management fields

# Managerial Economics

Course Code: DLBBWME01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

3. Consumer Decisions
  - 3.1 Utility Theory
  - 3.2 Willingness to Pay
  - 3.3 Demand
  - 3.4 Applications
4. Business Decisions I: Full Competition
  - 4.1 Production
  - 4.2 Costs
  - 4.3 Supply
  - 4.4 Applications
5. Business Decisions II: Partial Competition
  - 5.1 Monopoly
  - 5.2 Monopolistic Competition
  - 5.3 Oligopoly
6. Business Decisions III: Game Theory
  - 6.1 Methodology
  - 6.2 Simultaneous Games
  - 6.3 Sequential Games
7. Advanced Microeconomics
  - 7.1 Information Economics
  - 7.2 Behavioural Economics

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

- Bofinger, P. (2015): Grundzüge der Volkswirtschaftslehre – Eine Einführung in die Wissenschaft von Märkten. 4. Auflage, Pearson Studium, München.
- Frank, R./Cartwright, E. (2016): Microeconomics and Behaviour. 2. Auflage, McGraw-Hill Education, New York.
- Mankiw, N. G./Taylor, M. P. (2018): Grundzüge der Volkswirtschaftslehre. 7. Auflage, Schäffer-Poeschel, Stuttgart.
- Pindyck, R. S./Rubinfeld, D. L. (2018): Mikroökonomie. 9. Auflage, Pearson Studium, München.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

DLBBWME01\_E

## Applied Sales II

Module Code: DLBDSEAS2

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

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

### Module Coordinator

Prof. Dr. Patrick Geus (Applied Sales II)

### Contributing Courses to Module

- Applied Sales II (DLBDSEAS02)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

<p><b>Learning Outcomes</b></p> <p><b>Applied Sales II</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the interaction and the respective areas of responsibility of marketing and sales.</li> <li>▪ reflect on and classify the goals and measures within the framework of the applied sales system.</li> <li>▪ assess the relevance of customer satisfaction and retention. In addition, the students will be familiar with the central design elements of CRM.</li> <li>▪ reflect on and assess alternative approaches to customer loyalty and relationship management and apply them in business practice.</li> <li>▪ understand the meaning of the terms customer life cycle and customer value, and develop approaches to manage them in the sense of the respective sales targets.</li> <li>▪ use descriptive presentation techniques in order to convince customers and other sales partners.</li> <li>▪ understand the relevance of networking and develop strategies to broaden the contact base.</li> <li>▪ develop and evaluate their own market analyses and sales concepts on the basis of practical experience within the framework of the case study.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the fields of Marketing &amp; Sales</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programmes in the Marketing &amp; Communication fields</p>



## Applied Sales II

Course Code: DLBDSEAS02

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

**Contents**

1. Marketing and Sales
  - 1.1 Marketing Tasks and Functions
  - 1.2 Sales Marketing in Different Economic Sectors
  - 1.3 Relationship Marketing
  - 1.4 International Marketing and Sales Cooperations
  
2. Customer Satisfaction as a Success Factor
  - 2.1 Customer Relationship Management (CRM)
  - 2.2 The CRM Success Chain
  - 2.3 Customer Relationship Strategies
  
3. Personalities in Sales
  - 3.1 Sales Personalities and Differentiation
  - 3.2 Selling in Teams
  - 3.3 Negotiating With Committees
  
4. Customer-Oriented Communication
  - 4.1 Communication Tasks in Sales
  - 4.2 Sales Promotion by Sales Staff
  - 4.3 Team Sales Promotion
  - 4.4 Sales Promotion by the Company
  
5. Presentation and Rhetoric
  - 5.1 Rhetoric in Sales
  - 5.2 Presentation Techniques
  - 5.3 Nonverbal Communication
  
6. Customer Loyalty
  - 6.1 Customer Retention Management
  - 6.2 Customer Programs and Other Customer Loyalty Tools
  - 6.3 Complaint Management
  
7. Networking
  - 7.1 Network Competencies in the Company
  - 7.2 Building and Shaping Relationships
  - 7.3 Networking via Social Media

8. Case Study in IQ Media Marketing
  - 8.1 The Market Situation
  - 8.2 The Marketing Situation
  - 8.3 IQ Media Marketing and IQ Digital Media Marketing

## Literature

### Compulsory Reading

### Further Reading

- Dannenberg, H./Zupancic, D. (2010): Spitzenleistungen im Vertrieb. Optimierungen im Vertriebs- und Kundenmanagement. 2. Auflage, Gabler, Wiesbaden.
- Eicher, H. (2006): Die geheimen Spielregeln im Verkauf. Wissen, wie der Kunde tickt. Campus, Frankfurt a. M.
- Herndl, K. (2014): Führen im Vertrieb. So unterstützen Sie Ihre Mitarbeiter direkt und konsequent. 4. Auflage, Gabler, Wiesbaden.
- Limbeck, M. (2016): Das neue Hardselling. Verkaufen heißt verkaufen – So kommen Sie zum Abschluss. 6. Auflage, Gabler, Wiesbaden.
- Schneider, W./Henning, A. (2008): Lexikon Kennzahlen für Marketing und Vertrieb. Das Marketing-Cockpit von A – Z. 2. Auflage, Springer, Berlin/Heidelberg.
- Winkelmann, P. (2012): Marketing und Vertrieb. Fundamente für die Marktorientierte Unternehmensführung. 8. Auflage, Oldenbourg, München.

**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>	Exam

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Corporate Planning and Control

Module Code: BPUE-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Michael Broens (Corporate Planning and Control)

### Contributing Courses to Module

- Corporate Planning and Control (BPUE01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Basics of planning, budgeting and control
- Planning and control system
- Strategic planning and control
- Operational planning and control
- Budgeting
- Case Study

**Learning Outcomes**

**Corporate Planning and Control**

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

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

This module is similar to other modules in the field of Planning & Controlling

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management field

# Corporate Planning and Control

Course Code: BPUE01-01\_E

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

## Course Description

Planning and control are central elements for the management of a company. The students learn about the connection between planning and control at the strategic and operational level of a company and the role of budgeting. They learn how the planning and control system of a company can be designed in terms of structure and process and what the benefits and limitations of planning and control are. Students will learn about the procedure of strategic and operational planning and control. They will also learn to apply basic approaches, instruments and methods and to critically observe processes. In the context of operational planning and control, special attention is paid to the tasks and principles of budgeting and their implementation. In the context of a case study, the consolidation of various planning results into a financial model of a company is demonstrated.

## Course Outcomes

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

## Contents

1. Basics of planning, budgeting and control
  - 1.1 Relationship and functions of planning and control
  - 1.2 Systematization of characteristics of planning and classification subsumption of budgeting
  - 1.3 Systematization of control characteristics
2. Planning and control system
  - 2.1 General structure
  - 2.2 Planning and control bodies
  - 2.3 Planning and control process
  - 2.4 Limits and benefits

3. Strategic planning and control
  - 3.1 Fundamentals and process of strategic planning and control
  - 3.2 Strategic Analysis
  - 3.3 Strategy evaluation and selection
  - 3.4 Strategy implementation
4. Operational planning and control - basics
  - 4.1 Basics and process of operational planning and control
  - 4.2 Functional planning areas
  - 4.3 Formal target planning
5. Operational planning and control - Budgeting
  - 5.1 Tasks and principles of budgeting
  - 5.2 Budgeting system
  - 5.3 Newer budgeting approaches
6. Case Study
  - 6.1 Introduction
  - 6.2 Data collection and assumptions
  - 6.3 Modeling

### Literature

#### Compulsory Reading

#### Further Reading

- Argenti, J. (2018): Corporate Planning. A Practical Guide. Routledge, New York.
- Bright D.S. et al. (2020): Principles of Management. (URL: <http://cnx.org/content/col28330/1.8> [Retrieved: 2020.12.14]).
- Merchant, K./Van der Stede, W.A. (2017): Management Control Systems. 4. Edition, Pearson, Harlow.
- Robbins, S.P./Coulter, M. (2020): Management, Global Edition. 15. Edition, Pearson, Hoboken, NJ.



**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

BPUE01-01\_E

## Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

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

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

### Module Coordinator

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

### Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes**

**Intercultural and Ethical Decision-Making**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management fields

# Intercultural and Ethical Decision-Making

Course Code: DLBCSIDM01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

3.	Culture and Ethics
3.1	Ethics - Basic Terms and Concepts
3.2	Interdependence of Culture and Ethics
3.3	Ethical Concepts in Different Regions of the World
4.	Current Topics in the Area of Interculturality, Ethics, and Diversity
4.1	Digital Ethics
4.2	Equality and Equal Opportunities
4.3	Social Diversity
5.	Intercultural Learning and Working
5.1	Acculturation
5.2	Learning and Working in Intercultural Groups
5.3	Strategies for Dealing with Cultural Conflicts
6.	Case Studies for Cultural and Ethical Conflicts
6.1	Case Study: Interculturality
6.2	Case Study: Diversity
6.3	Case Study: Interculturality and Ethics

<b>Literature</b>
<b>Compulsory Reading</b>
<p><b>Further Reading</b></p> <ul style="list-style-type: none"> <li>▪ Emrich, C. (2011): Interkulturelles Management: Erfolgsfaktoren im globalen Business. Kohlhammer-Verlag, Stuttgart/Berlin/Köln.</li> <li>▪ Erll, A./Gymnich, M. (2015): Uni-Wissen Interkulturelle Kompetenzen: Erfolgreich kommunizieren zwischen den Kulturen – Kernkompetenzen. 4. Auflage, Klett Lerntraining, Stuttgart.</li> <li>▪ Eß, O. (2010): Das Andere lehren: Handbuch zur Lehre Interkultureller Handlungskompetenz. Waxmann Verlag, Münster.</li> <li>▪ Hofstede, G./ Hofstede, G. J./Minkov, M. (2017): Lokales Denken, globales Handeln Interkulturelle Zusammenarbeit und globales Management. 6. Auflage, Beck, München.</li> <li>▪ Leenen, W.R./Groß, A. (2018): Handbuch Methoden Interkultureller Bildung und Weiterbildung. Verlag Vandenhoeck &amp; Ruprecht, Göttingen.</li> <li>▪ Thomas, A. (2011): Interkulturelle Handlungskompetenz. Versiert, angemessen und erfolgreich im internationalen Geschäft. Gabler-Verlag, Wiesbaden.</li> </ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBCSIDM01



## Project: Entrepreneurship

Module Code: DLBBWPUG\_E

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Project: Entrepreneurship)

### Contributing Courses to Module

- Project: Entrepreneurship (DLBBWPUG01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The basics of setting up a business are taught.

**Learning Outcomes****Project: Entrepreneurship**

On successful completion, students will be able to

- identify business opportunities and develop business ideas in the ongoing process.
- explain theoretical concepts of entrepreneurship and apply them to practical cases.
- take the entrepreneur's perspective within the company identifying opportunities, risks and necessary measures that arise in this context.
- understand the process of managing a company from the founding phase to the growth phase and up to succession planning.

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management field(s).

## Project: Entrepreneurship

Course Code: DLBBWPUG01\_E

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

### Course Description

In this course, students will receive a practical introduction to setting up a business. In addition to teaching the individual basic principles, possible tools and procedures will also be examined. In order to experience the foundation of a business not only theoretically, concrete business ideas will be analyzed with the help of project reports.

### Course Outcomes

On successful completion, students will be able to

- identify business opportunities and develop business ideas in the ongoing process.
- explain theoretical concepts of entrepreneurship and apply them to practical cases.
- take the entrepreneur's perspective within the company identifying opportunities, risks and necessary measures that arise in this context.
- understand the process of managing a company from the founding phase to the growth phase and up to succession planning.

### Contents

- The course will teach the basic principles of entrepreneurship. First of all, definitions of terms and current fields of development in the field of entrepreneurship will be discussed. The phases of entrepreneurship such as the early stage (idea generation, idea formulation and implementation) as well as expansion phase and the later stage (i.e. exit or succession of the start-up) will be covered. The success factors of entrepreneurship are addressed. Afterwards, the basic preparation of a business plan, the business model canvas and the elevator pitch will be explained and then special challenges of start-ups and companies in the growth phase (financing, choice of legal form, etc.) will be elaborated. The topic of corporate entrepreneurship is also addressed in terms of opportunities, risks and necessary measures. The project reports will include the analysis of a business idea, which the students can choose themselves. This will be assessed using the learned entrepreneurship tools. The business idea can be either an own business idea of the students or an already existing one.

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

- Neck, H.M./Neck, C.P./Murray, E.L. (2019): Entrepreneurship: The Practice and Mindset, 2nd Edition, SAGE Publications, Thousand Oaks.
- Blank, S./Dorf, B. (2012): The Startup Owner's Manual. The Step-by-Step Guide for Building a Great Company, K&S Ranch, Pescadero.
- Osterwalder A./Pigneur Y. (2010): Business Model Generation : A Handbook for Visionaries, Game Changers, and Challengers, Hoboken, NJ Wiley, New York.
- Ries, E. (2011): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Currency, New York.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBBWPUG01\_E







# 4. Semester

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## Market Research

Module Code: BMFO\_E

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

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

### Module Coordinator

Prof. Dr. Maren Weber (Market Research)

### Contributing Courses to Module

- Market Research (BMFO01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Marketing research: Support in decision making
- Choice of research approach
- Choice of survey method
- Operationalization process for measuring and scaling of variables
- Selection of survey parts
- Data analysis, interpretation and presentation

**Learning Outcomes****Market Research**

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

**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 Bachelor Programs in the Marketing & Communication field(s).

# Market Research

Course Code: BMFO01\_E

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

## Course Description

The goal of market research is to collect information in order to support management decision-making. Market research information can be obtained in many different ways. The Market Research course provides students with a basic knowledge about the approach to market research and the methods used. All steps of the market research process are presented. The data which is generated through research focusses on topics such as determining the market potential, image analyses or customer satisfaction measurement.

## Course Outcomes

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

## Contents

1. Basics of Market Research
  - 1.1 Definition and relevance to marketing
  - 1.2 Tasks and the process of market research
  - 1.3 Providers and users of market research data
2. Overview: Choice of Research Approach; Explorative, Descriptive and Causal Studies
  - 2.1 Overview: Choice of research approach
  - 2.2 Exploratory studies
  - 2.3 Descriptive studies
3. Choice of Survey Method: Secondary Research
  - 3.1 Advantages and disadvantages, sources of secondary research
  - 3.2 System platforms in the context of market research
  - 3.3 Practical benefits of market research using Porsche as an example

4. Choice of Survey Method: Primary Research I
  - 4.1 Primary research methods
  - 4.2 Survey and exploration
  - 4.3 Group discussions, in-depth interviews and experiments
5. Choice of Survey Method: Primary Research II
  - 5.1 Observation
  - 5.2 Online surveys
  - 5.3 Panels and trend studies
6. Operationalization process for measuring and scaling of variables
  - 6.1 Definitions
  - 6.2 Measuring
  - 6.3 Scaling
  - 6.4 Operationalization
7. Data Collection
  - 7.1 Editing
  - 7.2 Coding
  - 7.3 Error control
  - 7.4 Missing data
8. Descriptive Data Analysis; Uni-/Bivariate Methods
  - 8.1 Univariate procedures
  - 8.2 Bivariate procedures
9. Multivariate Analysis
  - 9.1 Dependencies
  - 9.2 Interdependencies
  - 9.3 Sources of error
10. Multivariate Data Analysis using the Example of Customer Satisfaction
  - 10.1 Determining customer satisfaction
  - 10.2 Considerations for developing a survey
  - 10.3 The finished survey

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

- Brown, T./Churchill, G. A./Iacobucci, D. (2005): Marketing Research. Methodological Foundations. 9th Edition, Thomson, Hampshire, UK.
- Burns, A./Veeck, A./Bush, R. (2016): Marketing Research. 8th edition, Pearson.
- Churchill, G. A./Brown, T./Suter, T. A. (2010): Basic Marketing Research. 7th Edition, Thomson, Hampshire (UK).
- Hague, P./Cupman, J./Harrison, M./Truman, O. (2013): Market Research in Practice: An Introduction to Gaining Greater Market Insight, 3rd Edition, Kogan Page.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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



## Fundamentals of Product Management

Module Code: DLBPROGPM\_E

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Fundamentals of Product Management)

### Contributing Courses to Module

- Fundamentals of Product Management (DLBPROGPM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to product management
- Market analysis
- Product strategy
- Idea generation and validation
- Product and market tests
- Market launch
- Product management after launch

**Learning Outcomes****Fundamentals of Product Management**

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

**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 Bachelor Programs in the Marketing & Communication field

# Fundamentals of Product Management

Course Code: DLBPROGPM01\_E

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

## Course Description

Product management is a function that deals with the planning, management and control of products and services during the entire product life cycle. The product manager, as the main person responsible for a product, has to master various disciplines in order to successfully manage his product. The course Fundamentals of Product Management provides the appropriate background knowledge to create market analyses and develop product strategies. Special attention is paid to the generation and validation of new product ideas, the testing and introduction of products on the market and the management of products after launch.

## Course Outcomes

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

## Contents

1. Introduction to product management
  - 1.1 Concept, goals and tasks of product management
  - 1.2 Product quality and corporate success
  - 1.3 Product categories
2. Market analysis
  - 2.1 Basics of market analysis
  - 2.2 Market research
  - 2.3 Methods of market analysis
3. Product strategy
  - 3.1 Basics of the product strategy
  - 3.2 Goals and positioning
  - 3.3 Evaluation and selection of product strategies

4. Idea generation and validation
  - 4.1 Basics of innovation management
  - 4.2 Idea generation
  - 4.3 Idea and market validation
5. Product and market tests
  - 5.1 Importance of the test phase
  - 5.2 Product tests
  - 5.3 Market tests
6. Market launch
  - 6.1 Basics for market entry
  - 6.2 Market entry strategies
  - 6.3 Distribution
  - 6.4 Serial production
7. Product management after market launch
  - 7.1 Product life cycle
  - 7.2 Methods and concepts of product management
  - 7.3 Customer satisfaction
  - 7.4 Interface Management

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

- Fuchs, C. (2019): Mastering Disruption and Innovation in Product Management. Connecting the Dots. Springer, Cham.
- Pranam, A. (2018): Product Management Essentials. Tools and Techniques for Becoming an Effective Technical Product Manager. Apress, Berkeley.
- Wagenblatt, T. (2019): Software Product Management. Finding the Right Balance for YourProduct Inc. Springer, Cham.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 checked="" 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

DLBPROGPM01\_E

## Pricing

Module Code: DLBMPP\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> keine	<b>Study Level</b> BA	<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 (Pricing)

### Contributing Courses to Module

- Pricing (DLBMPP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Strategic pricing
- Cost based pricing
- Customer based pricing
- Competition based pricing
- Pricing strategy
- Product Life Cycle
- Market segmentation
- Negotiating prices
- Ethics and legal implications

**Learning Outcomes****Pricing**

On successful completion, students will be able to

- understand the main components, costs, customers, and competition, that influence the pricing strategy.
- examine the process of developing a pricing strategy, taking into consideration market positioning.
- understand the impact of the phases in product life cycle on pricing.
- recognize the impact of segmentation on pricing.
- be familiar with the ethical and legal implications.

**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 Bachelor Programs in the Marketing & Communication field(s).



# Pricing

Course Code: DLBMPP01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	keine

## Course Description

In today's complex marketplace with its multitude of products and services, it is increasingly difficult for companies to differentiate themselves against their competitors and gain competitive advantages. Differentiation is achieved through the interaction of the elements of the marketing mix, in which the pricing strategy makes a critical contribution. This course provides an overview over strategic and operational approaches to pricing. The students learn about the internal and external influences on pricing. They learn to collect and analyze information in order to make better pricing decisions. Price management and negotiations are discussed as well as price ethics and legal requirements.

## Course Outcomes

On successful completion, students will be able to

- understand the main components, costs, customers, and competition, that influence the pricing strategy.
- examine the process of developing a pricing strategy, taking into consideration market positioning.
- understand the impact of the phases in product life cycle on pricing.
- recognize the impact of segmentation on pricing.
- be familiar with the ethical and legal implications.

## Contents

1. Strategic Pricing
  - 1.1 Why is pricing often ineffective?
  - 1.2 How can pricing be effective?
2. Cost based pricing
  - 2.1 Determining all relevant costs
  - 2.2 Contribution margin analysis
  - 2.3 Break-even analysis
3. Customer based pricing
  - 3.1 Value to the customer
  - 3.2 Price sensitivity
  - 3.3 Price elasticity

4.	Competition based pricing
4.1	Pricing in the marketplace
4.2	Competitive information
4.3	Effective price competition
5.	Pricing strategy
5.1	Price positioning
5.2	Price differentiation and yield/revenue management
5.3	Communicating prices
6.	Product Life Cycle
6.1	Innovation
6.2	Pricing in the growth phase
6.3	Pricing in the mature phase
6.4	Pricing in declining markets
7.	Market segmentation
7.1	Segmentation by buyers and products
7.2	Segmentation by place and time of purchase
7.3	Discounts, terms and conditions, the influence of purchase quantity on price, and product bundling
8.	Negotiating prices
8.1	Price management in negotiations with customers
9.	Ethics and legal implications
9.1	Ethics and legal implications on pricing

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"> <li>▪ Kotler, P./Keller, K. L. (2016): Marketing-Management. 15th Edition, Pearson.</li> <li>▪ Nagle, T. T. /Hogan, J. E./Zale, J. (2017): The Strategy and Tactics of Pricing. A Guide to Growing More Profitably. 6th Edition, Routledge, London.</li> </ul>

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 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

DLBMPP01\_E

## Personnel Psychology

Module Code: DLBWPPUB1\_E

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

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

### Module Coordinator

N.N. (Personnel Psychology)

### Contributing Courses to Module

- Personnel Psychology (DLBWPPUB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Tasks and challenges of personnel psychology
- Requirement analysis
- Recruitment
- Personnel marketing and employer branding
- Personnel selection
- Onboarding - Integration of new employees
- Competency management and personnel development
- Performance review
- Legal aspects

**Learning Outcomes**

**Personnel Psychology**

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

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

This module is similar to other modules in the field of Psychology.

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Social Science field.

# Personnel Psychology

Course Code: DLBWPPUB01\_E

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

## Course Description

As a result of technological change, organizations and companies need more and more employees with specialized skills and competencies, which are increasingly less available in the required number and quality. In addition, they no longer apply to companies on their own initiative. The recruitment market has now developed from an employer market to an applicant market. In order to nevertheless cover the demand for employees, companies must increasingly take unusual paths. They are also required to ensure a match between position, company and employee. For this purpose, knowledge of personnel psychology is just as indispensable as measures to develop skills and competencies required for corporate success. Students learn the common terms, theoretical approaches and methods for checking the fit between applicant/interested party and workplace as well as various methods for recruiting new employees. Furthermore, the importance and the way of integrating new personnel in the organization will be discussed. Students will be familiarized with the role and function of competency management as a basis for selection and planning of development measures. Instruments for the evaluation of action results as well as legal framework conditions round off the course. After completing the course, students are able to initiate, carry out and supervise the entire cycle of an employee in the company in a qualified and competent manner.

## Course Outcomes

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

## Contents

1. Tasks and Challenges of Personnel Psychology
  - 1.1 Market and technology dynamics
  - 1.2 Organizational dynamics and value dynamics

2. Requirement Analysis
  - 2.1 Definition and goals
  - 2.2 Methods and procedures
  - 2.3 Job profiles
3. Employee Recruitment
  - 3.1 Definition and methods of address
  - 3.2 Sources and ways of addressing
4. Personnel Marketing and Employer Branding
  - 4.1 Definition, goals and personnel marketing mix
  - 4.2 Differentiation between personnel marketing and employer branding
  - 4.3 Building an employer brand
  - 4.4 Importance of employer branding and employer branding strategy
5. Personnel Selection
  - 5.1 Personnel selection process
  - 5.2 Quality criteria
  - 5.3 Types of personnel selection procedures
6. Onboarding - Integration of New Employees
  - 6.1 Goals and benefits
  - 6.2 Theoretical bases and measures
7. Competency Management and Personnel Development
  - 7.1 Subject areas and tools of competency management
  - 7.2 Diagnosis of the development needs
  - 7.3 Development measures
  - 7.4 Transfer security
8. Performance Review
  - 8.1 Behavioral assessment and feedback culture
  - 8.2 Performance Review
9. Legal Aspects
  - 9.1 Termination and dissolution
  - 9.2 Work references



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

- Azulay, H. (2012): Employee Development on a Shoestring, American Society for Training and Development. Alexandria.
- Coetzee, M./Magiel, A./Schreuder, G. (2010): Personnel Psychology: An Applied Perspective. Oxford University Press Southern Africa.
- Mamo, T. (2019): Human Resources - Analysis of human resource practices. LAP LAMBERT Academic Publishing.
- Mosley, R. (2014): Employer Brand Management: Practical Lessons from the World's Leading Employers. Wiley, Cornwell.
- Stein, M./Christiansen, L. (2010): Successful Onboarding: Strategies to Unlock Hidden Value Within Your Organization. Mc Graw Hill, New York .
- Warier, S. (2014): Competence & Competency Management - The Practitioners Handbook: Develop Organizational Competence & Individual Competencies. CreateSpace Independent Publishing Platform.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Agile Management

Module Code: DLBNWAM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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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<b>Module Coordinator</b> N.N. (Agile Management)
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<b>Contributing Courses to Module</b>
<ul style="list-style-type: none"> <li>Agile Management (DLBNWAM01_E)</li> </ul>

<b>Module Exam Type</b>	
<b>Module Exam</b> Study Format: Distance Learning Exam, 90 Minutes	<b>Split Exam</b>
<b>Weight of Module</b> see curriculum	

<p><b>Module Contents</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to Agile Management</li> <li>▪ Drivers of Agility</li> <li>▪ Agile Methods</li> <li>▪ Agile Organization</li> <li>▪ Agile Leadership</li> <li>▪ Agile Planning</li> <li>▪ Agile Staff Deployment</li> <li>▪ Control in agile Organizations</li> <li>▪ Digital Tools as a Prerequisite for Agility</li> <li>▪ Critical Reflection</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Agile Management</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ explain the concept of agile management and name the basic principles as well as the drivers of agility.</li> <li>▪ identify important concepts of agility such as Scrum and Kanban and their characteristics.</li> <li>▪ describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).</li> <li>▪ understand the limits and risks of agility.</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 Business Administration &amp; Management</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Business &amp; Management field</p>

# Agile Management

Course Code: DLBNWAM01\_E

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

## Course Description

Agility is a new concept that is found in both corporate practice and management literature as a key element of corporate and employee leadership. The course therefore aims for highlighting the meaning as well as the specifics of agile management and to give students an overview of the current state of discussion. The course defines the concepts of agility and agile management and addresses the drivers of agility and the agile concepts, including practical tools such as Scrum and Kanban. The course further defines the concept of management in terms of its functional dimensions (i.e. where management deals with a set of predefined tasks) in order to be able to make a distinction to the institutional dimension of management. Since agility should not be seen as a solution for all corporate issues as it can have its limitations and conflicts, the course concludes with a critical reflection on the influence of agility on the management functions "organization, leadership, planning, staff deployment and control". Agility is not equally suitable for all tasks and can be a health risk for very strongly intrinsically motivated employees. In addition, the simultaneous presence of agile thinking coupled with the hierarchical organizational principle often leads to conflicts that can result in productivity losses.

## Course Outcomes

On successful completion, students will be able to

- explain the concept of agile management and name the basic principles as well as the drivers of agility.
- identify important concepts of agility such as Scrum and Kanban and their characteristics.
- describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).
- understand the limits and risks of agility.

## Contents

1. Introduction to Agile Management
  - 1.1 Introduction to the topic
  - 1.2 Definition of the term management
  - 1.3 Definition of the term agility
  - 1.4 Agility and Mindset

2. Drivers of Agility
  - 2.1 Agility in response to change
  - 2.2 External drivers for agility
  - 2.3 Internal drivers for agility
3. Agile Concepts
  - 3.1 Scrum
  - 3.2 Kanban
  - 3.3 Further agile methods
4. Agile Organization
  - 4.1 Concept of agile organization
  - 4.2 Self-organization as a core element
  - 4.3 Transformation and maturity model of the organization
  - 4.4 Transformer model for agile organizational development
5. Agile Leadership
  - 5.1 Changed role of the manager
  - 5.2 Concept and principles of agile leadership
  - 5.3 Self-management as a prerequisite for agility
6. Agile Planning
  - 6.1 Concept and principles of agile planning
  - 6.2 Agile Planning
  - 6.3 New planning methods
7. Agile Staff Deployment
  - 7.1 Concept and classification in the staff management process
  - 7.2 Agile strategic workforce planning
  - 7.3 Framework conditions for agile staff deployment
8. Control in Agile Organizations
  - 8.1 Concept and function of control
  - 8.2 Agility and control - a contradiction?
  - 8.3 Management control systems in change
9. Digital Tools as a Prerequisite for Agility
  - 9.1 Collaboration Tools
  - 9.2 New Technologies

## 10. Critical Reflection

- 10.1 Agility as a panacea
- 10.2 Agility as a health risk
- 10.3 Agility and hierarchy

## Literature

### Compulsory Reading

### Further Reading

- Kotter, J.P. (2012): How the most innovative companies capitalize on today's rapid fire strategic challenges – and still make their numbers: Accelerate! Harvard Business Review, 90(11), S. 43–58.
- Medinilla, Ángel (2012): Agile Management. Leadership in an Agile Environment. Springer-Verlag, Berlin Heidelberg.
- Moran, Alan (2015): Managing Agile. Strategy, Implementation, Organisation and People. Springer International Publishing Switzerland.
- Perkin, Neil (2019): Agile Transformation. Structures, Processes and Mindsets for the Digital Age. Kogan Page.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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



## Project: Business Model Development

Module Code: DLBEPPGE\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Mirko Bendig (Project: Business Model Development)

### Contributing Courses to Module

- Project: Business Model Development (DLBEPPGE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The course conveys the methodological principles of business model development as well as the design of different business models. By applying these methods, the students generate a business model for a self-developed or fictitious business idea.

<p><b>Learning Outcomes</b></p> <p><b>Project: Business Model Development</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ define and differentiate between various business models.</li> <li>▪ design several alternatives of business models for a self-developed or fictitious business project.</li> <li>▪ verify the most promising alternative of the developed business models on the market using a market test.</li> <li>▪ determine and calculate the revenue and success potential for the most relevant business models based on the results of the market test.</li> <li>▪ select the business model with the greatest market and success potential.</li> <li>▪ present the business model of the business idea and its success potential based on market feedback and analysis in a project presentation.</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 Planning &amp; Controlling</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Business &amp; Management field</p>

## Project: Business Model Development

Course Code: DLBEPPGE01\_E

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

### Course Description

In this course, students learn to develop different business models. In addition to teaching different business model alternatives, methods for business model development are conveyed. To apply this knowledge practically, different business model options for a self-developed or fictitious business project are designed by each student, the business model with the greatest market potential is selected and presented in a project presentation.

### Course Outcomes

On successful completion, students will be able to

- define and differentiate between various business models.
- design several alternatives of business models for a self-developed or fictitious business project.
- verify the most promising alternative of the developed business models on the market using a market test.
- determine and calculate the revenue and success potential for the most relevant business models based on the results of the market test.
- select the business model with the greatest market and success potential.
- present the business model of the business idea and its success potential based on market feedback and analysis in a project presentation.

### Contents

- The course will teach the methodical basics and procedures for developing a business model for a start-up. The students gain knowledge about relevant methods such as the Business Model Canvas, Business Model Navigator, Business Model Framework and the Scenario Technique and they learn how to apply these to their own or a fictitious business project. The phases for developing the business model for the business project are the identification and design of different business model types, validating the alternatives with the highest potential for success with a market test, calculating the revenue and success potential and, on this basis, selecting the best business model for the start-up. The success factors for a prosperous business model are conveyed and reflected directly through the application. The results will be presented and explained in the form of a project presentation, as it is usual for start-ups in form of so-called "investor pitches". The project presentations will include the basic procedure, the most relevant business model variants and the selected business

model with the calculation and presentation of the income and profit potential in the identified market. The developed business model should refer to a self-developed or fictitious business plan.

#### Literature

#### Compulsory Reading

#### Further Reading

- Blank, S./Dorf, B. (2018): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, John Wiley & Sons Verlag, New Jersey.
- Gassmann, O./Frankenberger, K./Csik, M. (2017): The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Financial Times Prent., London.
- Osterwalder, A./Pigneur, Y. (2014): Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons Verlag, New Jersey.
- Osterwalder, A./Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons Verlag, New Jersey.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBEPPGE01\_E







# 5. Semester

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## Project: Minimum Viable Product

Module Code: DLBEPPMVP\_E

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

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

### Module Coordinator

Prof. Dr. Mirko Bendig (Project: Minimum Viable Product)

### Contributing Courses to Module

- Project: Minimum Viable Product (DLBEPPMVP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Portfolio

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The students study the development of a marketable product or service and practically implement it by using the learned entrepreneurship methods as a "Minimum Viable Product". This includes the development and presentation of the product or service in form of a visual prototype plus a business plan for the first years of the start-up.

**Learning Outcomes****Project: Minimum Viable Product**

On successful completion, students will be able to

- develop a product or service as a Minimum Viable Product of a start-up company and to present it as a prototype.
- develop the core elements of the start-up's range, such as the unique selling proposition towards the market and the competitors, the target customers, the business model including pricing and cost structure, and a financial plan for the first three commercial years of the start-up.
- prepare a financial plan as a business plan in spreadsheet form for a product or service idea and to calculate the financing requirements and key profitability indicators.
- develop and prepare the product and service idea as a business plan for a potential investor as the target audience.

**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 Bachelor Programs in the Business & Management field

## Project: Minimum Viable Product

Course Code: DLBEPPMVP01\_E

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

### Course Description

In this course students learn how to develop a marketable product or service by creating a visual prototype as a minimum viable product. In addition to conveying, guiding and critically reflecting on this process, they learn to develop a business plan as a three-year financial plan for a start-up.

### Course Outcomes

On successful completion, students will be able to

- develop a product or service as a Minimum Viable Product of a start-up company and to present it as a prototype.
- develop the core elements of the start-up's range, such as the unique selling proposition towards the market and the competitors, the target customers, the business model including pricing and cost structure, and a financial plan for the first three commercial years of the start-up.
- prepare a financial plan as a business plan in spreadsheet form for a product or service idea and to calculate the financing requirements and key profitability indicators.
- develop and prepare the product and service idea as a business plan for a potential investor as the target audience.

### Contents

- The course conveys the methodological basics and procedures for the development of a Minimum Viable Product and especially the visualization as a Minimum Viable Product. The students get to know the relevant methods and tools for rapid prototyping and the creation of a business and apply them to their own product or service idea. The business plan consists at least of a financial plan for the next three financial years for the start-up that would offer the Minimum Viable Product. In addition to the business model including pricing, the business plan also includes a forecast of the potential turnover and the cost structure. If an external financing is necessary to start and run the start-up, it must be defined what type of investor (e.g. bank, business angel, public funding or participation, venture capital) is being sought and the business plan must be aligned with the requirements of such an investor. The Minimum Viable Product as a product or service can be purely digital, an analog or physical product, or even a hybrid form. The target group can be either the B2C or B2B market segment. The portfolio contains the procedure for developing the Minimum Viable Product, the visualization of the self-developed product or service idea and the business plan in the form of financial planning for the first three years of the start-up's business operations. The Minimum Viable Product must refer to a self-developed idea.

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

- Blank, S./Dorf, B. (2018): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, John Wiley & Sons Verlag, New Jersey.
- Gassmann, O./Frankenberger, K./Csik, M. (2017): The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Financial Times Prent., London.
- Ries, E. (2011): The Lean Startup : How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Currency, New York.
- Osterwalder, A./Pigneur, Y. (2014): Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons Verlag, New Jersey.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Portfolio

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBEPPMVP01\_E



## Seminar in Current Topics in Digitalization

Module Code: DLBDBATD\_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	keine	BA	5	150 h

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

### Module Coordinator

Dr. Christian Rathmann (Seminar in Current Topics in Digitalization)

### Contributing Courses to Module

- Seminar in Current Topics in Digitalization (DLBDBATD01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The seminar deals with current topics of digitalization and digital transformation. Students can discuss the effects on the economy and society, or gather information on current technological developments.

**Learning Outcomes****Seminar in Current Topics in Digitalization**

On successful completion, students will be able to

- independently familiarize themselves with a given topic from the field of digitalization or digital transformation.
- write down important characteristics, connections and findings in form of a paper.
- remember the basics of scientific work and to implement them in the seminar paper.

**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 Bachelor Programs in the IT & Technology field(s).

## Seminar in Current Topics in Digitalization

Course Code: DLBDBATD01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	keine

### Course Description

In the seminar "Current Topics in Digitalization" students write a seminar paper on a specific topic and present their results. In this way, the students demonstrate that they are able to independently familiarize themselves with a topic and to document and present the knowledge gained in a structured manner.

### Course Outcomes

On successful completion, students will be able to

- independently familiarize themselves with a given topic from the field of digitalization or digital transformation.
- write down important characteristics, connections and findings in form of a paper.
- remember the basics of scientific work and to implement them in the seminar paper.

### Contents

- Digitalization is a wide-ranging subject area that can relate to very different aspects, depending on the specific terminology used. The seminar will meet this diversity by picking up current trends within the framework of formulated topic areas. Each participant must prepare a seminar paper for this purpose. Possible topics include new technologies that drive digitalization (e.g. deep learning), effects on the working world (e.g. crowdsourcing or new qualification requirements in the field of data science) or new digital business models (e.g. Fintechs).

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

- Pascual, D/ Daponte, P/ Kumar, U (2019): Handbook of Industry 4.0 and SMART Systems. CRC Press. Boca Raton.
- Porter, M. E.; Heppelmann, J. E. (2014): How Smart, Connected Products Are Transforming Competition. In: Harvard Business Review 92 (11), S. 64-88.
- Anand, B. (2016): The Content Trap: A Strategist's Guide to Digital Change. Random House. New York.
- Ross, PK/ Ressia, S/ Sander, JS (2017): Work in the 21st Century: How Do I Log On?. Emerald Publishing. Bingley.
- Osterwalder, A/Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, John Wiley & Sons Inc. New Jersey.
- Dark Horse Innovation (Hrsg.) (2017): Digital Innovation Playbook. The essential exercise book for founders, doers and managers. Murmann. Hamburg.

**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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBDBATD01\_E

## Online Marketing

Module Code: DLBMSM1-01\_E

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

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

### Module Coordinator

Prof. Dr. Anne-Kristin Langner (Online Marketing)

### Contributing Courses to Module

- Online Marketing (DLBMSM01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

<p><b>Learning Outcomes</b></p> <p><b>Online Marketing</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ classify and strategically consider the basics relevant for Online Marketing (online communication process, electronic value creation, ...)</li> <li>▪ know the different Online Marketing channels and to evaluate digital advertising measures strategically and operationally on this basis.</li> <li>▪ conceive an Online Marketing strategy and make strategic and operational decisions.</li> <li>▪ attract and retain customers through Online Marketing measures.</li> <li>▪ measure and evaluate Online Marketing programs.</li> <li>▪ fundamentally assess the marketing chances of a company in the World Wide Web.</li> <li>▪ consider the importance of mobile in the Online Marketing Mix.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the fields of Online &amp; Social Media Marketing</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Marketing &amp; Communication fields</p>



# Online Marketing

Course Code: DLBMSM01-01\_E

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

## Course Description

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

**Course Outcomes**

On successful completion, students will be able to

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

**Contents**

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

4. Media planning online
  - 4.1 Principles of successful Media Planning
  - 4.2 Create and structure media budgets in a targeted manner
  - 4.3 Integrated campaigns and Cross-Media Marketing
  - 4.4 Successful media mix through campaign management
  
5. The Online Presence
  - 5.1 Website and web design
  - 5.2 Corporate Website
  - 5.3 Landing Page
  - 5.4 Blog
  - 5.5 Online Shop
  - 5.6 Online presentation and distribution of products and services - advantages and disadvantages
  
6. Mobile Marketing and M-Commerce
  - 6.1 Basics and classification of Mobile Marketing
  - 6.2 Responsive design vs. Apps vs. Mobile Web
  - 6.3 App and QR Code Marketing
  - 6.4 Location-based Services
  - 6.5 Mobile Advertising Media
  - 6.6 Mobile Commerce - definition and development
  - 6.7 Mobile Payment
  - 6.8 Success factors of mobile campaigns
  
7. Online law
  - 7.1 Legal aspects of Online Marketing
  - 7.2 Copyright law and the handling of user-generated content
  - 7.3 The right to your own image
  - 7.4 Basic Data Protection Ordinance (DSGVO)
  
8. Online Customer Retention and Service
  - 8.1 The AIDA model - extensions for Online Marketing
  - 8.2 Customer acquisition and customer retention in Online Marketing
  - 8.3 Online customer retention in the customer relationship life cycle
  - 8.4 Online customer service
  - 8.5 Excursus: Mass Customization

- 9. Web Analytics
  - 9.1 Key figures in Online Marketing
  - 9.2 Web Monitoring
  - 9.3 Big Data

**Literature**

**Compulsory Reading**

**Further Reading**

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

**Study Format 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>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBMSM01-01\_E

# Organizational Behavior

Module Code: DLBBWOB\_E

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

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

## Module Coordinator

Prof. Dr. Karin Halbritter (Organizational Behavior)

## Contributing Courses to Module

- Organizational Behavior (DLBBWOB01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam or Written Assessment: Case Study

### Split Exam

## Weight of Module

see curriculum

## Module Contents

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

**Learning Outcomes****Organizational Behavior**

On successful completion, students will be able to

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

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

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Human Resources field



# Organizational Behavior

Course Code: DLBBWOB01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Introduction to Organizational Behavior
  - 1.1 Attitudes and Behavior as Determinants of Performance and Commitment
  - 1.2 Organizational Mechanisms
  - 1.3 Group-related Mechanisms
  - 1.4 Individual Characteristics
  - 1.5 Individual Mechanisms

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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"> <li>▪ Colquitt, J./Lepine, J. A./Wesson, M. J. (2018): Organizational behavior. Improving performance and commitment in the workplace. 6. Auflage, McGraw-Hill Irwin, New York.</li> <li>▪ Luthans, F./Luthans, B. C./Luthans, K. W. (2015): Organizational Behavior. An Evidence-based approach. 13. Auflage, Information Age Publishing, Charlotte, North Carolina.</li> <li>▪ Robins, S. P./Judge, T. A. (2016): Organizational behavior. Prentice Hall International, New Jersey.</li> </ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Exam or Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Presence</b> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBBWOB01\_E

# Digital Entrepreneurship

Module Code: DLBEPWDE\_E

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

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

## Module Coordinator

Prof. Dr. Mario Boßlau (Digital Business Models) / Prof. Dr. Mirko Bendig (Project: Digital Entrepreneurship)

## Contributing Courses to Module

- Digital Business Models (DLBLODB01\_E)
- Project: Digital Entrepreneurship (DLBEPWDE01\_E)

## Module Exam Type

### Module Exam

### Split Exam

Digital Business Models

- Study Format "Distance Learning": Exam, 90 Minutes

Project: Digital Entrepreneurship

- Study Format "Distance Learning": Written Assessment: Project Report

## Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Digital Business Models</b></p> <ul style="list-style-type: none"> <li>▪ Meaning, origin and definition of the term "digital business model"</li> <li>▪ Basic concepts for the description of business models</li> <li>▪ Tools for the description of business models</li> <li>▪ Patterns of digital business models</li> <li>▪ Digital business models and business plans</li> </ul> <p><b>Project: Digital Entrepreneurship</b></p> <p>The basics of developing digital business models are taught and applied in practice.</p>	
<p><b>Learning Outcomes</b></p> <p><b>Digital Business Models</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand what a business model is and how to describe it systematically.</li> <li>▪ outline the basic features of the historical development of business models.</li> <li>▪ describe key digital business models and evaluate their advantages and disadvantages.</li> <li>▪ establish the relationship between a business model and a business plan to independently derive and analyse the positioning of a company.</li> </ul> <p><b>Project: Digital Entrepreneurship</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the meaning and alternatives of digital business models and apply them to a concrete business idea.</li> <li>▪ design a new digital solution for a relevant problem taking into account new digital trends and technologies.</li> <li>▪ analyze different digital business model options for the developed business idea and to select the most promising one with a digital market test and to calculate it as business planning.</li> <li>▪ independently derive and explain the digital positioning of the business idea or digital start-up.</li> <li>▪ develop digital distribution and marketing in line with the digital business idea.</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 Business Administration &amp; Management</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Business &amp; Management</p>

# Digital Business Models

Course Code: DLBLODB01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

2. Basic Concepts for the Description of Business Models
  - 2.1 Value Chain
  - 2.2 Value Chains
  - 2.3 Dominant Logic
  - 2.4 Revenue Model
  - 2.5 Unique Selling Proposition
  - 2.6 Transaction
  - 2.7 Product or Service Range
3. Tools for the Description of Business Models
  - 3.1 Business Model Canvas
  - 3.2 St. Gallen Business Model Navigator
  - 3.3 DVC Framework
4. Patterns of Digital Business Models
  - 4.1 Long Tail
  - 4.2 Multi-Sided Pattern
  - 4.3 Free and Freemium
  - 4.4 OPEN API Pattern
5. Digital Business Models and Business Plans
  - 5.1 Integration of the Business Model into the Business Plan
  - 5.2 Company Positioning and the Digital Business Model
  - 5.3 Digital Business Models as Innovation Drivers for the Development of New Businesses

## Literature

### Compulsory Reading

### Further Reading

- Brynjolfsson, E./Hu, Yu J./Smith, M. D. (2006): From Niches to Riches. Anatomy of the Long Tail. In: MIT Sloan Management Review, 47. Jg., Heft 4, S. 67–71.
- Gassmann, O./Frankenberger, K./Csik, M. (2013): Geschäftsmodelle entwickeln. 55 innovative Konzepte mit dem St. Galler Business Model Navigator. Hanser, München.
- Hoffmeister, C. (2015): Digital Business Modelling. Digitale Geschäftsmodelle entwickeln und strategisch verankern. Hanser, München.
- Osterwalder, A./Pigneur, Y. (2010): Business Modell Generation. Wiley, Hoboken (NJ).



**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Project: Digital Entrepreneurship

Course Code: DLBEPWDE01\_E

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

### Course Description

In this course, students learn to develop a digital start-up idea. In addition to learning the necessary methods, the students gain knowledge about the development and the conception of a digital business idea including the use of digital technologies, a digital business model as well as the digital distribution and marketing of the business idea. In order to use these insights directly for the practical application, a concrete digital business idea is developed by each student and will be presented in a project presentation.

### Course Outcomes

On successful completion, students will be able to

- understand the meaning and alternatives of digital business models and apply them to a concrete business idea.
- design a new digital solution for a relevant problem taking into account new digital trends and technologies.
- analyze different digital business model options for the developed business idea and to select the most promising one with a digital market test and to calculate it as business planning.
- independently derive and explain the digital positioning of the business idea or digital start-up.
- develop digital distribution and marketing in line with the digital business idea.

### Contents

- The course gives insights to develop a digital business idea. Relevant methods for the idea development will be applied to a concrete problem. The phases for developing the business model for the business project are the identification and evaluation of digital trends and technologies in relation to the defined problem, design and feasibility testing of the digital solution, the business model conception and calculation of the revenue potential as a digital business model as well as the marketing and distribution of the business idea via online channels and social media. The results will be presented and explained in the form of a project presentation, as it is usual for so-called "investor pitches" for digital start-ups. The project presentations will include the digital business idea including the problem definition and digital solution concept, the selected business model with corresponding calculation and the digital marketing and sales in the identified market. The digital business idea refers to a self-developed or fictitious business plan.

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

- Kreutzer, R.T./Neugebauer, T./Pattloch, A. (2018): Digital Business Leadership: Digital Transformation, Business Model Innovation, Agile Organization, Change Management. Springer, Berlin.
- Weill, P. (2018): What's Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise. Massachusetts Harvard Business Review Press, Boston.
- Gassmann, O./Frankenberger, K./Csik, M. (2017): The Business Model Navigator: 55 Models That Will Revolutionise Your Business. Financial Times Prent., London.
- Osterwalder, A./Pigneur, Y./Bernarda, G./Smith, A. (2014): Value Proposition Design: How to Create Products and Services Customers Want. Wiley & Sons, Inc. Hoboken, New Jersey

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

# Intrapreneurship

Module Code: DLBEPWIP\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Mirko Bendig (Innovation Management) / N.N. (Project: Design Thinking)

## Contributing Courses to Module

- Innovation Management (DLBEPWIP01\_E)
- Project: Design Thinking (DLBINGDT01\_E)

## Module Exam Type

### Module Exam

### Split Exam

#### Innovation Management

- Study Format "Distance Learning": Exam, 90 Minutes

#### Project: Design Thinking

- Study Format "Distance Learning": Written Assessment: Project Report

## Weight of Module

see curriculum

**Module Contents****Innovation Management**

- Understanding Innovation
- Planning Innovation
- Developing Innovation
- Implementing Innovation in the Market
- Case Studies and Examples of Innovation Management

**Project: Design Thinking**

- Basic principles of Design Thinking
- The Design Thinking microprocess
- The Design Thinking macro process
- Methods for early phases of the process
- Methods for idea generation
- Methods for prototyping and testing
- Space concepts for Design Thinking
- Examples and case studies

**Learning Outcomes****Innovation Management**

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

**Project: Design Thinking**

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management and Design, Architecture & Construction fields

# Innovation Management

Course Code: DLBEPWIP01\_E

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

## Course Description

Innovation management has a high relevance for the success of a company. Students receive a basic understanding of innovation management and its significance from an economic and business perspective. In addition to the different innovation strategies, the function and organization of innovation as well as the innovation culture in a company and the phases of the innovation process are presented in detail and classified within strategic management and product management. For each phase of the innovation process concrete instruments are introduced and their advantages and disadvantages will be examined. After the discussion of selected creativity techniques for the generation of ideas, the Lead User Approach, the Open Innovation approaches and the Conjoint Analysis Methodology will be discussed. In the innovation evaluation phase, students will be familiarized with instruments such as scoring models. As the final stage of the innovation process, an understanding of the implementation of innovations on the market will be conveyed. Finally four concrete case studies are going to be explained for the purpose to demonstrate the innovation practice in different companies.

## Course Outcomes

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.



**Contents**

1. Understanding Innovation
  - 1.1 Basics of innovation management
  - 1.2 Economic and business significance of innovations
  - 1.3 Features of innovations
  - 1.4 Innovation types
  - 1.5 Success factors of innovations
2. Planning Innovation
  - 2.1 Definition and development of innovation strategies
  - 2.2 Organization of the innovation function
  - 2.3 Different organizational forms of innovation management
  - 2.4 Shaping a culture of innovation and promoting intrapreneurship
  - 2.5 Role and function of the innovation manager
3. Developing Innovation
  - 3.1 Concepts and models of common innovation processes
  - 3.2 Advantages and disadvantages of innovation process models
  - 3.3 Stimuli and idea generation for innovations
  - 3.4 Lead User and Open Innovation approaches
  - 3.5 Idea evaluation and selection
4. Implementing Innovation in the Market
  - 4.1 Operational implementation of the innovation
  - 4.2 Innovation Marketing
  - 4.3 Market launch
  - 4.4 Intellectual property rights
5. Case Studies and Examples of Innovation Management
  - 5.1 Innovation process from practice
  - 5.2 Digital Innovation Management
  - 5.3 Innovation Lab
  - 5.4 Start-up Accelerator / Incubator

**Literature**

**Compulsory Reading**

**Further Reading**

- Christensen, C.M. (2016): Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Management of Innovation and Change. Harvard Business Review Press, Boston.
- Tidd, J./Bessant, J.R. (2014): Strategic Innovation Management. 1st Edition, Wiley, New York.
- Dodgson, M./ Gann, D.M./Phillips, N. (2013): The Oxford Handbook of Innovation Management. Oxford Handbooks, Illustrated Edition, Oxford.
- Gassmann, O./Schweitzer, F. (2013): Management of the Fuzzy Front End of Innovation. Springer, Berlin.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Project: Design Thinking

Course Code: DLBINGDT01\_E

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

### Course Description

In this course students will receive a practical introduction to Design Thinking. In addition to teaching the individual basic principles, the procedures in Design Thinking will also be examined in detail. In order not only to understand Design Thinking but also to experience it, selected methods for the individual process steps will be presented and practiced on an example project.

### Course Outcomes

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

### Contents

1. Basic Principles of Design Thinking
2. The Design Thinking Micro Process
3. The Design Thinking Macro Process
4. Methods for Early Phases of the Process
5. Methods for Idea Generation
6. Methods for Prototyping and Testing
7. Examples and Case Studies

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

- Brown, T. (2008): Design Thinking. In: Harvard Business Review, June, p. 84–95.
- Brown, T./Kätz, B. (2019): Change by design: How design thinking transforms organizations and inspires innovation (Revised and updated edition). Harper Busienss, New York City, NY.
- IDEO (2015): The field guide to human-centered design: Design kit. 1st edition, IDEO, San Francisco, CL.
- Lewrick, M./Patrick, L./Leifer, L. (2018:). The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems. JOHN WILEY & Sons, Hoboken, NJ.
- Lewrick, M./Patrick, L./Leifer, L. (2020). Design Thinking Toolbook. JOHN WILEY & Sons, Hoboken, NJ.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

## Sustainable Entrepreneurship

Module Code: DLBEPWSEP\_E

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

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

### Module Coordinator

N.N. (Sustainability) / Prof. Dr. Mirko Bendig (Project: Sustainable Entrepreneurship)

### Contributing Courses to Module

- Sustainability (DLBBAS01\_E)
- Project: Sustainable Entrepreneurship (DLBEPWSEP01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Sustainability

- Study Format "Distance Learning": Exam or Written Assessment: Written Assignment

##### Project: Sustainable Entrepreneurship

- Study Format "Distance Learning": Written Assessment: Project Report

### Weight of Module

see curriculum

**Module Contents****Sustainability**

- Fundamentals of Sustainability
- Levels of Sustainability
- Frameworks for Sustainability
- Technical Aspects of Sustainability
- Sustainability Reporting
- Examples of Corporate Sustainability Management Programs

**Project: Sustainable Entrepreneurship**

Sustainable Entrepreneurship deals with the basics of sustainability and sustainable business idea generation and development. It provides students not only with the understanding of the fundamentals of doing business in a sustainable manner, but as well offers the practical experience to develop a sustainable business idea.

**Learning Outcomes****Sustainability**

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economical terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

**Project: Sustainable Entrepreneurship**

On successful completion, students will be able to

- understand the relevance and different types of sustainable business ideas and models,
- develop a market-oriented business idea with a high sustainable impact for a relevant problem using the principles of sustainable entrepreneurship and business models,
- classify and relate their developed business ideas with typical frameworks of sustainable entrepreneurship, e.g. UN sustainable development goals (SDGs),
- discuss potential business models and funding options for their sustainable business idea, define and conduct a market test to prove the value proposition, business, and market potential,
- estimate and calculate the concrete sustainable impact, e.g. decarbonization effect, reduction of waste, changing people's behavior and lifestyle towards sustainability,
- recognize and design for their sustainable business idea the relevant marketing and distribution measures to spread their sustainable ideas.



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

This module is similar to other modules in the field of Quality and Sustainability Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management field

# Sustainability

Course Code: DLBBAS01\_E

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

## Course Description

This course gives students insights into sustainability. It presents fundamentals and definitions and explains the ethical and economic context of sustainability, the various levels of its occurrence and relevant international frameworks. Furthermore, students will familiarize themselves with product development, product life cycle planning and triple bottom line reporting from a sustainability viewpoint. Real life cases of corporate sustainability programs provide insights into different examples from professional practice, thus linking theory and practice.

## Course Outcomes

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economical terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

## Contents

1. Fundamentals of Sustainability
  - 1.1 Introduction and Definition
  - 1.2 Sustainability in the Context of Ethics
  - 1.3 Sustainability in the Context of Business: Corporate Social Responsibility
2. Levels of Sustainability
  - 2.1 Societal Level
  - 2.2 Corporate Level
  - 2.3 Individual Level
3. Frameworks for Sustainability
  - 3.1 Sustainable Development Goals
  - 3.2 ISO 14001 and ISO 26000
  - 3.3 Industry Standards on Sustainability

4. Technical Aspects of Sustainability
  - 4.1 Research and Product Development
  - 4.2 Product Life Cycle
  - 4.3 Life Cycle Assessment
5. Sustainability Reporting
  - 5.1 Global Reporting Initiative
  - 5.2 Key Aspects of Triple Bottom Line Reporting
  - 5.3 Challenges of Triple Bottom Line Reporting
6. Examples of Corporate Sustainability Management Programs
  - 6.1 Case 1
  - 6.2 Case 2
  - 6.3 Case 3

#### Literature

#### Compulsory Reading

#### Further Reading

- Jarmai, K. (2020): Learning from Sustainability-Oriented Innovation. In: Jarmai, K. (ed.): Responsible Innovation: Business Opportunities and Strategies for Implementation. SpringerBriefs in Research and Innovation Governance, Dordrecht, p. 19-35.
- Lehman, C. R. (2015): Sustainability and Governance. Advances in Public Interest Accounting. Vol. 18, 1st ed. Emerald Group Publishing Limited, Bingley, UK.
- Mazijn B./Revéret J.P. (2015): Life Cycle Sustainability Assessment: A Tool for Exercising Due Diligence in Life Cycle Management. In: Sonnemann, G./Margni, M. (Eds.): Life Cycle Management. Springer, Dordrecht. p. 51-63.
- Shmeleva, I. A./Shmelev, S. (2012): Sustainability Analysis: An Interdisciplinary Approach. Palgrave Macmillan, Houndmills, UK.
- Walker D. H.T./Lloyd-Walker B. M. (2015): Triple Bottom Line Implications. In: Collaborative Project Procurement Arrangements. Project Management Institute, Pennsylvania, USA.

**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>	Exam or Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Presence</b> 0 h	<b>Tutorial</b> 25 h	<b>Self Test</b> 25 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed

## Project: Sustainable Entrepreneurship

Course Code: DLBEPWSEP01\_E

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

### Course Description

In this course, students learn to develop a sustainable business idea using current methods of sustainable business modelling and entrepreneurship. The impact of the business idea due to sustainability will be estimated and transformed into the major element of the value proposition. By doing so, the students will not only learn the fundamentals of sustainable entrepreneurship, but as well experience them by their own real development of a sustainable business idea.

### Course Outcomes

On successful completion, students will be able to

- understand the relevance and different types of sustainable business ideas and models,
- develop a market-oriented business idea with a high sustainable impact for a relevant problem using the principles of sustainable entrepreneurship and business models,
- classify and relate their developed business ideas with typical frameworks of sustainable entrepreneurship, e.g. UN sustainable development goals (SDGs),
- discuss potential business models and funding options for their sustainable business idea, define and conduct a market test to prove the value proposition, business, and market potential,
- estimate and calculate the concrete sustainable impact, e.g. decarbonization effect, reduction of waste, changing people's behavior and lifestyle towards sustainability,
- recognize and design for their sustainable business idea the relevant marketing and distribution measures to spread their sustainable ideas.

### Contents

- New entrepreneurial businesses can provide innovative solutions to the many contemporary sustainability challenges faced by societies and economies. The course will teach the concept of sustainable business models and their role for sustainable entrepreneurship. Students will learn how to develop ideas and experiment with sustainable business models, with a focus on the value proposition and the sustainable impact at the heart of these models. The ideas address sustainability or climate crisis challenges transforming them into value propositions as well as test these in the field. Based on the creation of a self-developed sustainable business idea and model students will go through the complete process of sustainable business modelling. The important step of the process is the development of a sustainable business idea for a relevant problem (using the SDG framework: the UN sustainable development goals, definition of the value proposition and market-oriented business model incl. funding options). In addition, core tasks of the course

are the estimation and calculation of the sustainable impact of the new developed idea in comparison to existing solutions in the market. Hereby, the emphasis is to outline the impact by showing e.g. the decarbonization effect of the idea. The course is framed as a problem-based and practise-oriented learning experience. Therefore, the project of each student will describe the sustainable business idea with its business model and impact estimations. The sustainable business idea can be either a self-developed or fictitious idea.

### Literature

#### Compulsory Reading

#### Further Reading

- Ibisch, P./Molitor, H./Conrad, A./Walk, H./Mihotovic, V./Geyer, J. (2019): Humans in the global ecosystem: An introduction to sustainable development, Oekom, München.
- Bland, D./Osterwalder, A. (2019): Testing Business Ideas. Wiley & Sons, Inc. Hoboken, New Jersey.
- United Nations Environment Programme (UNEP (2016): A framework for shaping sustainable lifestyles – Determinants and strategies. UNEP, Nairobi.
- Osterwalder, A./Pigneur, Y./Bernarda, G./Smith, A. (2014): Value Proposition Design: How to Create Products and Services Customers Want. Wiley & Sons, Inc. Hoboken, New Jersey.
- Boons, F./Lüdeke-Freund, F. (2013): Business models for sustainable innovation: state-of-the-art and steps towards a research agenda, Journal of Cleaner Production, 45, p. 9–19.
- Schaltegger, S./Wagner, M. (2011): Sustainable entrepreneurship and sustainability innovation: categories and interactions, Business Strategy and the Environment, 20(4), p. 222–237.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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

DLBEPWSEP01\_E







# 6. Semester

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# User Testing and Prototyping

Module Code: DLBEPWUTP\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Adelka Niels (Introduction to User Testing) / Prof. Dr. Adelka Niels (UX Prototyping)

## Contributing Courses to Module

- Introduction to User Testing (DLBUXEUT01\_E)
- UX Prototyping (DLBUXUXP01\_E)

## Module Exam Type

### Module Exam

### Split Exam

#### Introduction to User Testing

- Study Format "Distance Learning": Exam, 90 Minutes

#### UX Prototyping

- Study Format "Distance Learning": Exam, 90 Minutes

## Weight of Module

see curriculum

### Module Contents

#### Introduction to User Testing

- Types and Purposes of Evaluations
- Qualitative User Testing Methods
- Empirical User Testing Methods
- Descriptive Statistics
- Introduction to Interference Statistics, T-Test

#### UX Prototyping

- Explanation of different Types of Prototypes
- Description of different Prototyping Techniques
- Procedure in Prototyping
- Prototyping of Service Processes and User Experiences
- Prototyping of digital and physical Products

### Learning Outcomes

#### Introduction to User Testing

On successful completion, students will be able to

- explain different types of evaluation methods, their objectives and select suitable methods for specific projects.
- understand the importance of user testing in the User Centered Design process.
- apply methods of statistics and to perform simple statistical evaluations.

#### UX Prototyping

On successful completion, students will be able to

- know the goals and approaches in UX prototyping.
- understand the difference between different types of prototypes and to select suitable ones for a specific project.
- use different prototyping techniques.
- outline the procedure in the prototyping process and to apply it independently.
- explain the prototyping of service processes and to be able to apply Ideation methods.

#### 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 Bachelor Programs in the Business & Management field(s).

# Introduction to User Testing

Course Code: DLBUXEUT01\_E

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

## Course Description

The aim is to give students an introduction to the different types and objectives of evaluations in the User Centered Design process. First, different qualitative methods of user testing are discussed. For this purpose, study procedures as well as possibilities for the presentation of results are shown. Empirical evaluation methods with users are one focus. Besides the study design and hypothesis formulation, the selection of the data to be collected is discussed. Besides the theory of user testing, the course offers a practical introduction to statistical computing. Here, students are taught how to perform simple statistical evaluations with the help of the tool R. In addition to descriptive statistics, the course introduces students to interference statistics.

## Course Outcomes

On successful completion, students will be able to

- explain different types of evaluation methods, their objectives and select suitable methods for specific projects.
- understand the importance of user testing in the User Centered Design process.
- apply methods of statistics and to perform simple statistical evaluations.

## Contents

1. Basics of User Testing
  - 1.1 Types and purposes of evaluations
  - 1.2 Field studies and laboratory studies
  - 1.3 Goals and challenges of user testing
2. Qualitative Methods of User Testing
  - 2.1 Heuristic evaluation
  - 2.2 Analytical methods
  - 2.3 Procedure and process
  - 2.4 Presentation of the results

3. Empirical Methods of User Testing
  - 3.1 Study design
  - 3.2 Hypotheses, variables and values
  - 3.3 Use of standardized questionnaires
  - 3.4 Dealing with subjects
  - 3.5 Challenges and special features
4. Introduction to Statistical Computing
  - 4.1 Definition and delimitation
  - 4.2 Statistics program vs. statistics programming language
  - 4.3 Setting up the working environment
5. Basics of Programming with R
  - 5.1 R as calculator
  - 5.2 Assignments
  - 5.3 Logic
  - 5.4 Objects
  - 5.5 Variables
  - 5.6 Functions
  - 5.7 Data types and data structures
6. Accessing Data
  - 6.1 Import, save and export data
  - 6.2 Accessing objects
  - 6.3 Sort, select, remove data
7. Descriptive Statistics
  - 7.1 Univariate descriptive statistics
  - 7.2 Bivariate descriptive statistics
8. Interference Statistics
  - 8.1 Distributions
  - 8.2 Samples
  - 8.3 T-Tests



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

- Albert, B./Tullis, T. (2013): Measuring the User Experience: Collecting, Analysing, and Presenting Usability Metrics. 2. Auflage, Morgan Kaufmann, Waltham.
- Barnum, C.M. (2010): Usability Testing Essentials: Ready, Set...Test!. Morgan Kaufmann.
- Davies, T.M (2016): The Book of R: A First Course in Programming and Statistics. No Starch Press, San Francisco.
- Field, A./Graham J. H. (2017): How to Design and Report Experiments. Sage Publications, 2. Auflage, London.
- Sauro, J./Lewis, J.R. (2016): Quantifying the User Experience: Practical Statistics for User Research. 2. Auflage, Elsevier Morgan Kaufmann, Cambridge.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

# UX Prototyping

Course Code: DLBUXUXP01\_E

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

## Course Description

The goal is to give an overview of the possibilities and application goals of UX prototyping. First, different types of prototypes are differentiated, depending on the fidelity. The different types will be discussed depending on their respective objectives and purpose of use. The procedure and challenges of the prototyping process are also discussed. The main focus is on the teaching of different prototyping methods. Different techniques are presented and an overview of common tools is given. In addition, the special features of prototyping of service design processes will be discussed.

## Course Outcomes

On successful completion, students will be able to

- know the goals and approaches in UX prototyping.
- understand the difference between different types of prototypes and to select suitable ones for a specific project.
- use different prototyping techniques.
- outline the procedure in the prototyping process and to apply it independently.
- explain the prototyping of service processes and to be able to apply Ideation methods.

## Contents

1. Basics and Definitions of Terms
  - 1.1 Definition of the term: What is a prototype?
  - 1.2 Goals and approaches in prototyping
2. Types of Prototypes
  - 2.1 low Fidelity
  - 2.2 Mid Fidelity
  - 2.3 High Fidelity
  - 2.4 Dimensions of Fidelity

3. Prototyping Techniques
  - 3.1 Scribbles
  - 3.2 Wireframes
  - 3.3 Storyboards
  - 3.4 Video prototypes
  - 3.5 Wizard of Oz
  - 3.6 Prototyping Tools
4. The Prototyping Process
  - 4.1 Application of prototypes
  - 4.2 Define the objective of the prototypes
  - 4.3 Set Fidelity
  - 4.4 Select Prototyping Technology
5. Prototyping of digital and physical Products
  - 5.1 Challenges in prototyping digital products
  - 5.2 Challenges in prototyping physical products
6. Prototyping in Service Design
  - 6.1 Procedure for idea generation
  - 6.2 Ideation methods
  - 6.3 Prototyping of service processes and experiences

## Literature

### Compulsory Reading

### Further Reading

- Coleman, B./Goodwin, D. (2017): Designing UX Prototyping: Because Modern Design Is Never Static. O'Reilly UK Ltd.
- Greenberg, S./ Carpendale, S./Marquardt, N./Buxton, B. (2011): Sketching User Experiences: The Workbook. Morgan Kaufmann.
- McElroy, K. (2016): Prototyping for Designers: Developing the Best Digital and Physical Products. O'Reilly Media, Sebastopol.
- Stickdorn, M./Hormess, M./Lawrence, A./Schneider, J. (2018): This is Service Design Doing. O'Reilly Media, Sebastopol.
- Warfel, T.Z. (2009): Prototyping: A Practioner's Guide. Rosenfeld Media, New York.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 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

DLBUXUXP01\_E

# Organizational Development and Change Management

Module Code: DLBWPOCM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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

N.N. (Organizational Development) / N.N. (Change Management)

## Contributing Courses to Module

- Organizational Development (DLBWPOCM01\_E)
- Change Management (DLBDBCM01\_E)

## Module Exam Type

### Module Exam

### Split Exam

#### Organizational Development

- Study Format "Distance Learning": Exam, 90 Minutes

#### Change Management

- Study Format "Distance Learning": Exam, 90 Minutes

## Weight of Module

see curriculum

### **Module Contents**

#### **Organizational Development**

- Organizational Development
- Framework conditions for organizational change Concepts of organizational development  
Organizations in transition
- New forms of organization
- Organizational design
- Problem areas and intervention techniques
- Evaluation of success and transfer

#### **Change Management**

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



**Learning Outcomes****Organizational Development**

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

**Change Management**

On successful completion, students will be able to

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

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

This module is similar to other modules in the field(s) of Business Administration & Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management field(s)

# Organizational Development

Course Code: DLBWPOCM01\_E

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

## Course Description

To remain competitive, all organizations are subject to constant change. To shape this change positively is a key function of the responsible managers and a sign of successful management. Frequently, reasons such as the discontinuation or the development of new business fields, mergers and relocations are decisive, but also continuous company growth; technological improvements and social changes are reasons for partly far-reaching measures for the further development of organizations. This knowledge is of central importance for implementing changes. This course shows the most important human relation theories that serve as a basis for organizational development. Since the corporate culture is a central component of organizational development, both the analysis and the development of the corporate culture are presented. It also discusses the most important aspects of learning organization.

## Course Outcomes

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

## Contents

1. Organizational Understanding of Organizational Development
  - 1.1 Organization concept
  - 1.2 Development of organizational theory approaches
  - 1.3 Organizational principles and forms of organization
2. Basics of Organizational Development
  - 2.1 Definition and delimitations
  - 2.2 Historical origins of organizational development
  - 2.3 Criticism of the concept of organizational development

3. Model Assumptions of Organizational Development
  - 3.1 Human relation theories in organizational development
  - 3.2 Phase models
  - 3.3 Organizational burn-out and organizational resilience
4. Systemic Organizational Development
  - 4.1 Theoretical basics
  - 4.2 Implications for systemic organizational development
5. Development of Corporate Culture
  - 5.1 Theoretical basics
  - 5.2 Culture Analysis
  - 5.3 Cultural Development
6. Development of Organizational Learning
  - 6.1 Basic ideas and definitions
  - 6.2 Learning levels: How do organizations learn?
  - 6.3 Development of the learning organization

## Literature

### Compulsory Reading

### Further Reading

- Cummings, T. G. (2009): Handbook of Organization Development. Sage Pub, Thousand Oaks.
- Kozlowski, S. W. J./Salas, E. (2010): Learning, training, and development in organizations. Routledge, New York.
- Laloux, F. (2015): Reinventing Organizations. An Illustrated Innovation to Join the Conversation on Next-Stage Organizations. Nelson Parker.
- Simons, R. (2005): Levers of Organization: How Managers use Accountability Systems for Greater Performance and Commitment. Boston Harvard Business School Publishing, Boston.
- Tolbert, P. S./Hall, R. H. (2016): Organizations – Structures, Processes, and Outcomes. 10th Edt. Routledge, New York.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 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

# Change Management

Course Code: DLBDBC01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Introduction to Change Management
  - 1.1 Terms and Definitions
  - 1.2 Limitations of Change Management
  - 1.3 Models of Change
2. Causes and Triggers of Change
  - 2.1 Change and Transformation
  - 2.2 External Triggers of Change
  - 2.3 Internal Triggers for Change

3. The company as an Obstacle to Change
  - 3.1 Obstacles at Organizational Level
  - 3.2 Collective Obstacles
  - 3.3 Economic Obstacles
4. Resistance at Individual Level
  - 4.1 Manifestations of Individual Resistance
  - 4.2 Causes and Triggers of Individual Resistance
  - 4.3 Actions towards Resistance
5. Change as a Management Task
  - 5.1 Success Factors of Change Management
  - 5.2 Management Tasks in Change
  - 5.3 Change Management Activity Plans
6. Leading Change
  - 6.1 Success Factor: Leadership and Manager
  - 6.2 Leadership Roles and Functions
  - 6.3 Change Communication
7. Management of Change Projects
  - 7.1 Change Management Models
  - 7.2 Organization of Change Management
  - 7.3 Controlling and Evaluation of Change Projects

### Literature

#### Compulsory Reading

#### Further Reading

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

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

DLBDBC01\_E



# Innovative Technologies and Sustainability

Module Code: DLBEPWITN\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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. Mirko Bendig (Circular Economy) / Prof. Dr. Lars Meinecke (Sustainable Technologies)

## Contributing Courses to Module

- Circular Economy (DLBEPWITN01\_E)
- Sustainable Technologies (DLBEPWITN02\_E)

## Module Exam Type

### Module Exam

### Split Exam

#### Circular Economy

- Study Format "Distance Learning": Exam, 90 Minutes

#### Sustainable Technologies

- Study Format "Distance Learning": Exam, 90 Minutes

## Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Circular Economy</b></p> <ul style="list-style-type: none"> <li>▪ Origin and Definition of the Circular Economy</li> <li>▪ Drivers of the Circular Economy</li> <li>▪ The "R-framework of circularity" - the 7 "Rs" and their application</li> <li>▪ Requirements of the Circular Economy</li> <li>▪ Transformation towards a Circular Economy</li> <li>▪ Examples of Approaches and Business Models of the Circular Economy</li> </ul> <p><b>Sustainable Technologies</b></p> <ul style="list-style-type: none"> <li>▪ Energy technologies</li> <li>▪ Water technologies</li> <li>▪ Raw material and material technologies</li> <li>▪ Urban technologies</li> <li>▪ Transport technologies</li> <li>▪ Evaluation of sustainable technologies</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Circular Economy</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand which origins and reasons make a reshape and restructure of the current linearly organized economy towards a circular economy necessary.</li> <li>▪ describe the most important drivers of the circular economy.</li> <li>▪ explain important concepts and deductions of the Circular Economy and their impact on organizational forms, business models, production and technologies as well as economic activity, and to evaluate their advantages and disadvantages.</li> <li>▪ understand and learn to shape the transformation process from a currently linearly organized economy to a circular economy.</li> </ul> <p><b>Sustainable Technologies</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ remember the definition and concepts of the term sustainability,</li> <li>▪ understand different systems and their interactions as well as the social significance of sustainable technologies,</li> <li>▪ remember the areas of use and possible applications of sustainable technologies,</li> <li>▪ analyze, evaluate and compare sustainable technologies based on objective criteria.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the fields of Quality and Sustainability Management and Natural Sciences</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Business &amp; Management and IT &amp; Technology fields</p>

# Circular Economy

Course Code: DLBEPWITN01\_E

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

## Course Description

In contrast to the currently predominant principle of linear economy in industrial production and economy, the approach of the circular economy represents a regenerative system. The objective of the Circular Economy is to lower the use of resources and to reduce waste production, emissions and energy waste by slowing down, reducing and closing energy and material cycles. The course provides an overview of the origins, the framework conditions and the requirements of a Circular Economy. In addition, the students receive an insight into the economic transformation processes and adjustments in terms of production, technologies, supply chain, forms of organization and business models.

## Course Outcomes

On successful completion, students will be able to

- understand which origins and reasons make a reshape and restructure of the current linearly organized economy towards a circular economy necessary.
- describe the most important drivers of the circular economy.
- explain important concepts and deductions of the Circular Economy and their impact on organizational forms, business models, production and technologies as well as economic activity, and to evaluate their advantages and disadvantages.
- understand and learn to shape the transformation process from a currently linearly organized economy to a circular economy.

## Contents

1. Origin and Definition of the Circular Economy
  - 1.1 Background, history and definition
  - 1.2 Climate Crisis
  - 1.3 Waste of resources
  - 1.4 Negative externalities
2. Drivers of the Circular Economy
  - 2.1 Legal framework in Germany
  - 2.2 International framework conditions - Paris Climate Treaty, UN Sustainable Development Goals
  - 2.3 Technological and economic drivers, such as Sharing Economy
  - 2.4 Social and political drivers, such as Zero Waste Vision, coal exit

3. The "R-framework of circularity" - the 7 "Rs" and their application
  - 3.1 "Rethink"
  - 3.2 "Reduce"
  - 3.3 "Re-use" and "Repair"
  - 3.4 "Refurbish" and "Recover"
  - 3.5 "Recycle"
4. Requirements of the Recycling Economy
  - 4.1 Other forms and demands for raw materials
  - 4.2 Critical and scarce raw materials
  - 4.3 Example: Renewable Energies
5. Transformation towards a Circular Economy
  - 5.1 Substitution and design strategies
  - 5.2 Political and economic strategies
  - 5.3 Transformation of the production and supply chain
  - 5.4 Transformation of the "throwaway" culture
6. Examples for Approaches and Business Models of the Circular Economy
  - 6.1 Waste Management
  - 6.2 Energy Industry

### Literature

#### Compulsory Reading

#### Further Reading

- Lacy, P./Long, J./Spindler, W. (2020): The Circular Economy Handbook: Realizing the Circular Advantage, Palgrave Macmillan, Basingstoke, UK.
- Webster, Ken (2017): The Circular Economy: A Wealth of Flows, 2nd Edition, Lightning Source, LaVergne, USA.
- Gallaud, D./Laperche, B. (2016): Circular Economy, Industrial Ecology and Short Supply Chain: Towards Sustainable Territories, Innovation, Entrepreneurship, Management: Smart Innovation Set, Band 4, John Wiley & Sons, New York, USA.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

# Sustainable Technologies

Course Code: DLBEPWITN02\_E

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

## Course Description

Sustainable technologies differ significantly from conventional technologies, which often cause ecological and social problems due to their dependence on conventional primary energy sources (fossil or nuclear) and/or their emissions. In the course, students get an overview of the areas and applications of sustainable technologies and gain insight into methods of evaluating and comparing them based on objective criteria.

## Course Outcomes

On successful completion, students will be able to

- remember the definition and concepts of the term sustainability,
- understand different systems and their interactions as well as the social significance of sustainable technologies,
- remember the areas of use and possible applications of sustainable technologies,
- analyze, evaluate and compare sustainable technologies based on objective criteria.

## Contents

1. Sustainable technologies: Introduction and context
  - 1.1 Characteristics of sustainable technologies
  - 1.2 Systems and interdependencies
  - 1.3 Social relevance
  - 1.4 Economic aspects of sustainable technologies
  - 1.5 Technical challenges of sustainable technologies
2. Energy Technologies
  - 2.1 Energy forms
  - 2.2 Conventional primary energy sources
  - 2.3 Regenerative primary energy sources
  - 2.4 Energy storage technology
  - 2.5 Energy conversion technologies and conversion efficiency
  - 2.6 Energy supply grids

3. Water Technologies
  - 3.1 Water treatment and conditioning
  - 3.2 Water systems
4. Raw material and material technologies
  - 4.1 Material efficiency
  - 4.2 Optimization of material functionalities
  - 4.3 Recycling
5. Urban Technologies
  - 5.1 Building technology
  - 5.2 Supply and disposal
  - 5.3 Synergy potentials in urban centers
6. Transport Technologies
  - 6.1 Sustainable transport systems
  - 6.2 Fuels
  - 6.3 Material reduction
7. Evaluation of sustainable technologies
  - 7.1 Upstream and downstream energy chains
  - 7.2 Material flow analyses
  - 7.3 Life cycles, obsolescence and recyclability, life cycle assessment
  - 7.4 Comparisons based on individual criteria
  - 7.5 Technology impact assessment

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

- Benetto, E./ Gericke, K. (Eds.). (2018): Designing Sustainable Technologies, Products and Policies: From Science to Innovation. Springer International Publishing; Springer.
- Mino, T./ Shogo, K. (Eds.). (2020): Framing in Sustainability Science: Theoretical and Practical Approaches. Science for Sustainable Societies. Springer Singapore.
- Kamran, M./ Fazal, M. (2021). Fundamentals of Renewable Energy Systems: Technologies, design and operation. Elsevier Academic Press.
- Hüttl, R. F./ Bens, O./ Bismuth, C.,/ Hoehstetter, S. (Eds.). (2016). Water Resources Development and Management. Society - Water - Technology: A Critical Appraisal of Major Water Engineering Projects. Springer International Publishing; Springer.
- Riggs, W. (Ed.). (2020). Disruptive transport: Driverless cars, transport innovation and the sustainable city of tomorrow. Routledge.



**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

DLBEPWITN02\_E

# Internet of Things and Big Data

Module Code: DLBEPWIOTBD\_E

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

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

## Module Coordinator

Prof. Dr. Marian Benner-Wickner (Introduction to the Internet of Things) / N.N. (Data Analytics and Big Data)

## Contributing Courses to Module

- Introduction to the Internet of Things (DLBINGEIT01\_E)
- Data Analytics and Big Data (DLBINGDABD01\_E)

## Module Exam Type

Module Exam	Split Exam
	<p><u>Introduction to the Internet of Things</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minutes</li> </ul> <p><u>Data Analytics and Big Data</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Written Assessment: Case Study</li> </ul>

## Weight of Module

see curriculum

**Module Contents****Introduction to the Internet of Things**

- Internet of Things Fundamentals
- Social and Economic Significance
- Communication Standards and Technologies
- Data Storage and Processing
- Design and Development
- Applicability

**Data Analytics and Big Data**

- Introduction to Data Analysis
- Statistical Basics
- Data Mining
- Big Data Methods and Technologies
- Legal Aspects of Data Analysis
- Solution Scenarios
- Application of Big Data in the Industry

**Learning Outcomes****Introduction to the Internet of Things**

On successful completion, students will be able to

- grasp the distinctive features of Internet of Things (IoT) and IoT systems.
- understand the social and economic importance of Internet of Things.
- identify the most important standards for communication between IoT devices.
- differentiate between various techniques for storing and processing data in IoT systems.
- identify different architectures and technologies for structuring IoT systems.
- recognize challenges of data protection and data security in IoT systems.

**Data Analytics and Big Data**

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

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

This module is similar to other modules in the fields of Computer Science & Software Development and Data Science & Artificial Intelligence

**Links to other Study Programs of IUBH**

All Bachelor Programs in the IT & Technology fields

# Introduction to the Internet of Things

Course Code: DLBINGEIT01\_E

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

## Course Description

The aim of this course is to give students an insight into technical and theoretical basics of the Internet of Things (IoT) and its fields of application. In addition to the general structure of IoT systems and the technology standards used in them, students are also taught the importance of Internet of Things for economy and society. Furthermore, this course demonstrates how data is exchanged, stored and processed in IoT.

## Course Outcomes

On successful completion, students will be able to

- grasp the distinctive features of Internet of Things (IoT) and IoT systems.
- understand the social and economic importance of Internet of Things.
- identify the most important standards for communication between IoT devices.
- differentiate between various techniques for storing and processing data in IoT systems.
- identify different architectures and technologies for structuring IoT systems.
- recognize challenges of data protection and data security in IoT systems.

## Contents

1. Internet of Things Fundamentals
  - 1.1 The Internet of Things - Basics and Motivation
  - 1.2 Evolution of the Internet - Web 1.0 to Web 4.0
2. Social and Economic Significance
  - 2.1 Innovations for Consumers and Industry
  - 2.2 Implications on People and the World of Work
  - 2.3 Data Protection and Data Security
3. Communication Standards and Technologies
  - 3.1 Network Topologies
  - 3.2 Network Protocols
  - 3.3 Technologies

4. Data Storage and Processing
  - 4.1 Networked Storage with Linked Data and RDF(S)
  - 4.2 Analysis of Networked Data using a Semantic Reasoner
  - 4.3 Processing of Data Streams with Complex Event Processing
  - 4.4 Operation and Analysis of Large Data Clusters using NoSQL and MapReduce
5. Design and Development
  - 5.1 Software Engineering for Distributed and Embedded Systems
  - 5.2 Architecture Styles and Patterns of Distributed Systems
  - 5.3 Platforms: Microcontrollers, Monoboard Computers, One-Chip Systems
6. Applicability
  - 6.1 Smart Home / Smart Living
  - 6.2 Ambient Assisted Living
  - 6.3 Smart Energy / Smart Grid
  - 6.4 Smart Factory
  - 6.5 Smart Logistics

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

- Buyya, R./Vahid Dastjerdi, A. (Hrsg.) (2016): Internet of things. Principles and paradigms. Morgan Kaufmann, Cambridge, MA.
- Fleisch, E. (Hrsg.) (2005): Internet der dinge. Ubiquitous Computing und RFID in der Praxis. Springer, Berlin.
- Gilchrist, A. (2016): Industry 4.0. The industrial internet of things. Apress, New York, NY.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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



# Data Analytics and Big Data

Course Code: DLBINGDABD01\_E

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

## Course Description

The aim of the course is to familiarize students with selected methods and techniques of data analysis in the context of continuously increasing, heterogeneous data sets. To this end, the fundamental relevance of Big Data methods is presented by drawing on the historical development of stored data. One decisive factor here is the continuous transmission Internet of Things sensor data to other systems. This is followed by a short introduction to the essential statistical fundamentals before the individual steps of the data mining process are discussed. In distinction to these classical procedures, selected methods are presented with which stored data in the Big Data context can be made analyzable. As data analysis is subject to certain legal frameworks, this course also covers legal aspects such as data protection. The course concludes with an overview of the practical application of Big Data methods and tools. In particular, fields of application in the industrial context are examined.

## Course Outcomes

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

## Contents

1. Introduction to Data Analysis
  - 1.1 Decisions, Information, Data
  - 1.2 Historical Development of Data Storage and Evaluation
  - 1.3 Big Data: Features and Examples
  - 1.4 Data Analysis
  - 1.5 Internet of Things as Driver for Big Data

2. Statistical Basics
  - 2.1 Descriptive Data Analysis
  - 2.2 Inferential Data Analysis
  - 2.3 Explorative Data Analysis
  - 2.4 Multivariate Data Analysis
3. Data Mining
  - 3.1 Knowledge Discovery in Databases
  - 3.2 Association Analysis
  - 3.3 Correlation Analysis
  - 3.4 Forecast
  - 3.5 Cluster Analysis
  - 3.6 Classification
4. Big Data Methods and Technologies
  - 4.1 Technology Building Blocks
  - 4.2 MapReduce
  - 4.3 Text- and Semantic Analysis
  - 4.4 Audio and Video Analysis
  - 4.5 BASE and NoSQL
  - 4.6 In-Memory Databases
  - 4.7 Big Data Success Factors
5. Legal Aspects of Data Analysis
  - 5.1 Data Protection Principles in Germany
  - 5.2 Anonymization and Pseudonymization
  - 5.3 International Data Analysis
  - 5.4 Performance and Integrity Protection
6. Solution Scenarios
7. Application of Big Data in the Industry
  - 7.1 Production and Logistics
  - 7.2 Increased Efficiency in the Supply Chain
  - 7.3 Key-Factor Data
  - 7.4 Examples and Conclusion

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

- Brandt, S. (2013): Datenanalyse für Naturwissenschaftler und Ingenieure. Mit statistischen Methoden und Java-Programmen. 5. Auflage, Springer, Wiesbaden.
- Dorschel, J. (Hrsg.) (2015): Praxishandbuch Big Data. Wirtschaft – Recht – Technik. Springer Gabler Wiesbaden.
- Gandomi, A./Haider, M. (2015): Beyond the hype. Big data concepts, methods, and analytics. In: International Journal of Information Management, 35. Jg., Heft 2, S. 137–144.
- Provost, F./Fawcett, T. (2013): Data science for business. What You Need to Know About Data Mining and Data-Analytic Thinking. O'Reilly, Sebastopol (CA).
- Runkler, T. A. (2015): Data Mining. Modelle und Algorithmen intelligenter Datenanalyse. 2. Auflage, Springer Vieweg, Wiesbaden.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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> 0 h	<b>Tutorial</b> 20 h	<b>Self Test</b> 20 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

## Working environment 4.0

Module Code: DLBPUMWAW\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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

N.N. (Leadership 4.0) / N.N. (Project: New Work)

### Contributing Courses to Module

- Leadership 4.0 (DLBWPLS01\_E)
- Project: New Work (DLBPEPNW01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Leadership 4.0

- Study Format "Distance Learning": Exam, 90 Minutes

##### Project: New Work

- Study Format "Distance Learning": Portfolio

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Leadership 4.0</b></p> <ul style="list-style-type: none"> <li>▪ Conventional understanding of leadership</li> <li>▪ Management tools</li> <li>▪ Leadership versus management</li> <li>▪ Integral concept of humankind as future-oriented model</li> <li>▪ Characteristics and competencies of leaders</li> <li>▪ Leadership models</li> <li>▪ Agile Leadership instruments</li> </ul> <p><b>Project: New Work</b></p> <p>The course deals with the managerial, organizational and workplace changes affecting companies as a result of megatrends.</p>	
<p><b>Learning Outcomes</b></p> <p><b>Leadership 4.0</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the classical theories of leadership and new leadership models.</li> <li>▪ distinguish between the terms leadership and management.</li> <li>▪ reflect on the understanding of successful leadership models against the background of economic changes.</li> <li>▪ develop an understanding of the need for alternative forms of organizational directing.</li> <li>▪ implement appropriate leadership methods according to a company’s level of complexity.</li> <li>▪ draw upon a sound theoretical understanding that they can practice in applied research.</li> </ul> <p><b>Project: New Work</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ define and explain the term New Work.</li> <li>▪ develop a grasp for changes in work, leadership and organization in the wake of important megatrends and their effects.</li> <li>▪ explain the stages of change processes in the context of the New Work concept and to implement them in an example project.</li> <li>▪ apply important methods and tools in change processes.</li> <li>▪ reflect and document the most important lessons learned for change processes.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the fields of Business Administration &amp; Management and Human Resources</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Business &amp; Management and Human Resources fields</p>

## Leadership 4.0

Course Code: DLBWPLS01\_E

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

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

2. Leadership Versus Management
  - 2.1 Distinctions between these Concepts
  - 2.2 Relevance of Leadership in the Context of Technological Change
  - 2.3 New Forms of Work as a Challenge for Leadership 4.0
3. Organizational Prerequisites for Successful Leadership
  - 3.1 Launching Corporate Governance Initiatives
  - 3.2 From Process to Project Management
  - 3.3 Managing Limited Resources
4. Personal Factors for Successful Leadership
  - 4.1 Personal Characteristics
  - 4.2 Technological Know-how
  - 4.3 Policy and Compliance
5. Management Tools
  - 5.1 Definition, Differentiation and Challenges
  - 5.2 Use of Direct Management Tools
  - 5.3 Use of Indirect Management Tools
6. Leadership 4.0 Models
  - 6.1 Transformational Leadership
  - 6.2 Leadership as an Agile Role
  - 6.3 Authentic Leadership
7. Leadership 4.0 Case Studies
  - 7.1 Allsafe Jungfalk
  - 7.2 Automattic



<b>Literature</b>
<b>Compulsory Reading</b>
<p><b>Further Reading</b></p> <ul style="list-style-type: none"> <li>▪ Au, C. v. (eds.) (2017): Characteristics and competencies of leaders. Mindfulness, self-reflection, soft skills and competence systems. Springer, Wiesbaden.</li> <li>▪ Creusen, U./Eschemann, N. -R./Joahnn, T. (2010): Positive leadership. Psychology of successful leadership. Advanced strategies for the application of the grid model. Gabler, Wiesbaden.</li> <li>▪ Evans, M. (1995): Leadership Theories - Way-Destination Theory. In: Kieser, A./Reber, G./Wunderer, R. (eds.): Handwörterbuch der Führung. 2nd edition, Schäffer-Poeschel, Stuttgart, pp. 1075 -1091.</li> <li>▪ Furtner, M. R. (2017): Empowering Leadership. With self-responsible employees to innovation and top performance. Springer Gabler, Wiesbaden.</li> <li>▪ Furtner, M. R./Baldegger, U. (2016): Self-Leadership and Leadership. Theories, models and practical implementation. Second edition, Springer Gabler, Wiesbaden.</li> <li>▪ Manager Magazine Publishing Company (ed.) (2015): Harvard Business Manager Special: Leadership. How does leadership work in the age of digital transformation? A booklet about management in change. 37th year</li> <li>▪ Hofer, S. (2016): More agile leadership. Simple measures for better teamwork, better performance and higher creativity. Springer Gabler, Wiesbaden.</li> <li>▪ Kauffeld, S. (Hrsg.) (2014): Work, Organizational and Personnel Psychology for Bachelor. 2nd edition, Springer, Berlin.</li> <li>▪ Maxwell, J. C. (2016): Leadership. The 21 most important management principles. 8th edition, fountain, pouring.</li> <li>▪ Wilber, K. (2012): Integral Psychology. Mind, consciousness, psychology, therapy. Arbor, Freiburg.</li> </ul>

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Presence</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Practical Experience</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	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 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

## Project: New Work

Course Code: DLBPEPNW01\_E

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

### Course Description

The term New Work, as a collective term for all changes to work, leadership and organization, is the focus of this course and will be explored by the students using practical examples. On the basis of a project from company HR practice with a focus on New Work, a portfolio will be developed in which the students reflect and document their most important learning experiences. This will allow the students to further develop their technical, methodological, personal and social skills.

### Course Outcomes

On successful completion, students will be able to

- define and explain the term New Work.
- develop a grasp for changes in work, leadership and organization in the wake of important megatrends and their effects.
- explain the stages of change processes in the context of the New Work concept and to implement them in an example project.
- apply important methods and tools in change processes.
- reflect and document the most important lessons learned for change processes.

### Contents

- New Work deals with changes resulting from megatrends which in turn impact the work, leadership and organizational aspects. These megatrends can be digitalization, globalization, demographic trends or changing values. Possible contents of the course are:
  - new models for workplace design (e.g. Co-Working space)
  - new models of collaboration (e.g. virtual teams, mixed-age teams)
  - new models of leadership (e.g. shared leadership, agile leadership)
  - agile organization (e.g. Holocracy)
  - Effects on staff development (e.g. shifting the responsibility for lifelong learning to the employee)

The process of change that accompanies the introduction of these new concepts is to be exemplified and the important learning experiences of the students reflected and documented.

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

- Cameron, Esther & Green, Mike (2015) Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change, 4th Ed., Kogan Page Limited, London, UK.
- Harteis C. (eds) The Impact of Digitalization in the Workplace. An Educational View. Springer, Cham.
- Keller, Scott, and Schaninger, Bill (2019) Beyond Performance 2.0: A Proven Approach to Leading large-Scale Change, McKinsey & Company, John Wiley and Sons.
- Kotter, John P. (2012) Leading Change, Harvard Business Review Press.
- On Change Management (2011), Harvard Business Review Press, Boston MA.
- Merlijn Venus, Daan Stam, and Daan van Knippenberg (2018) Research: To Get People to Embrace Change, Emphasize What Will Stay the Same, Harvard Business Review, August 15, 2018.
- Hatum, Andres (2013) The New Workforce Challenge - How Today's Leading Companies Are Adapting to the Future. PgraveMacmillan.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Portfolio

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<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 checked="" type="checkbox"/> Live Tutorium/Course Feed

DLBPEPNW01\_E

## Business Ethics and Sustainability

Module Code: DLBEPWWEN\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> <ul style="list-style-type: none"> <li>▪ none</li> <li>▪ keine</li> </ul>	<b>Study Level</b> BA	<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

N.N. (Sustainability and Quality Management) / N.N. (Business Ethics )

### Contributing Courses to Module

- Sustainability and Quality Management (DLBLONQM01\_E)
- Business Ethics (BETH01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

Sustainability and Quality Management

- Study Format "Distance Learning": Exam, 90 Minutes

Business Ethics

- Study Format "Distance Learning": Exam, 90 Minutes

### Weight of Module

see curriculum

### **Module Contents**

#### **Sustainability and Quality Management**

- Fundamentals of Sustainability
- Sustainability in three Dimensions
- Sustainability in Practice
- 4 Tools and Methods of Sustainability Management
- Quality of Products, Processes and Services
- Processes, Methods and Quality Tools
- Quality Management Systems

#### **Business Ethics**

- Fundamentals of Business Ethics
- Ethics Theories at a glance
- Context of Business Ethics in the Western World
- Business Ethics Problems in Companies
- Business Ethics Concepts for Companies
- Practical Integration of Business Ethics in the Company



**Learning Outcomes****Sustainability and Quality Management**

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

**Business Ethics**

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethical decision-making.

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

This module is similar to other modules in the fields of Quality & Sustainability Management and Economics.

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management field(s).

# Sustainability and Quality Management

Course Code: DLBLONQM01\_E

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

## Course Description

The students learn the basics and the operational concepts of sustainability and quality management and can contribute to the implementation in practice. The importance of sustainability and quality as a corporate task is discussed from the perspective of personal, corporate and social responsibility, among other things. Methods and systems of implementation in companies are presented and critically examined.

## Course Outcomes

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

## Contents

1. Fundamentals of Sustainability
  - 1.1 Basic understanding and definitions
  - 1.2 Ethical aspects and social responsibility of companies
  - 1.3 Learning from nature: Role models for business processes

2. Sustainability in three Dimensions
  - 2.1 Historical developments
  - 2.2 Developments in the natural environment
  - 2.3 Economic trends
  - 2.4 Social developments and social environment
3. Sustainability in Practice
  - 3.1 Politics and State
  - 3.2 Companies
  - 3.3 Civil Society
4. Tools and Methods of Sustainability Management
  - 4.1 System Dynamics and Technology Assessment
  - 4.2 Environmental Law
  - 4.3 Sustainability and environmental management systems
  - 4.4 Life cycle assessment and CO2 footprint
5. Quality of Products, Processes and Services
  - 5.1 Definitions and terms
  - 5.2 Developments and trends
  - 5.3 Specifics of service quality
  - 5.4 Metrics and key figure systems
6. Processes, Methods and Quality Tools
  - 6.1 Continuous improvement
  - 6.2 Failure Mode and Effects Analysis (FMEA)
  - 6.3 7Q - the seven quality tools
  - 6.4 Audits and certifications
7. Quality Management Systems
  - 7.1 Quality management according to DIN EN ISO 9000ff.
  - 7.2 Total Quality Management

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

- Crane, A./Matten, D. (2019): Business ethics. Managing corporate citizenship and sustainability in the age of globalization. 5th Edition, Oxford University Press, Oxford.
- Diran, D.R. (2016): Total Quality Management: Key Concepts and Case Studies. Butterworth-Heinemann, Amsterdam et al.
- Goetsch, D.L./Davis, S. (2016): Quality Management for Organizational Excellence. Introduction to Total Quality. 8th Edition, Pearson, New Jersey.
- Meadows, D./Meadows, D./RANDERS, J. (2004): Limits to Growth: the 30-Year Update. White River Junction, VT Chelsea Green.
- Nassos, G. P./Avlonas, N. (2020): Practical Sustainability Strategies - How to Gain a Competitive Advantage. 2nd Edition. John Wiley & Sons, Hoboken.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 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

## Business Ethics

Course Code: BETH01\_E

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	keine

### Course Description

Business Ethics deals with the application of ethical principles to business activities. The actions of individuals and companies are thus integrated into a context of social and ethical responsibility. Business Ethics derives its legitimacy from the effects that all economic activities have on other people, institutions and the environment. Social justice and sustainability are therefore among the most important norms of Business Ethics and are explained and described in the course. The aim of the course is providing general guidance on how to arrive at ethical decisions, rather than offering general solutions. In that sense, students are enabled to develop moral judgment in an informed manner and then make ethical decisions accordingly.

### Course Outcomes

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethical decision-making.

### Contents

1. Fundamentals of Business Ethics
  - 1.1 Business and ethics - an overview
  - 1.2 Important terms and definitions
  - 1.3 Developments and perspectives in ethics
2. Ethics Theories at a glance
  - 2.1 The benefits of ethics theories
  - 2.2 Categorization of ethics theories
  - 2.3 Business Ethical Concepts

3. Context of Business Ethics in the Western World
  - 3.1 The importance of the context for business ethics
  - 3.2 Discussion of various contextual factors
  - 3.3 The relevance of company size on business ethics
4. Business Ethics Problems in Companies
  - 4.1 Categories of business ethicsl problems in companies
  - 4.2 Factors that make unethical behaviour more likely
  - 4.3 Case studies for ethics problems in companies
5. Business Ethics Concepts for Companies
  - 5.1 Corporate Social Responsibility
  - 5.2 Stakeholder Theory
  - 5.3 Business ethics in an international context
6. Practical Integration of Business Ethics in the Company
  - 6.1 Corporate Governance Codes
  - 6.2 Codes of Conduct/Codes of Ethics
  - 6.3 Whistleblowing
  - 6.4 Other instruments for implementing ethics in business practice

### Literature

#### Compulsory Reading

#### Further Reading

- Boylan, M. (2014): Business Ethics: Vol. 2nd ed. Wiley-Blackwell.
- Crane, A., & Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford Oxford University Press .
- Ferrell, O. C./Ferrell, L., & Fraedrich, J. (2015): Business Ethics, 10th Ed. : Ethical Decision Making and Cases. Stamford [USA].
- Rossouw, D. & van Vuuren, L. (2017): Business Ethics 6e: Vol. 6th edition. Oxford University Press Southern Africa.
- Tricker, G., & Tricker, R. I. (2014): Business Ethics : a Stakeholder, Governance and Risk Approach. London Routledge.

**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>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Presence</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 30 h	<b>Practical Experience</b> 0 h	<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 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



## Bachelor Thesis

Module Code: DLBBT

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<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

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

### Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Bachelor Thesis

- Study Format "Distance Learning": Written Assessment: Bachelor Thesis

##### Colloquium

- Study Format "Distance Learning": Presentation: Colloquium

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Bachelor Thesis</b></p> <ul style="list-style-type: none"> <li>▪ Bachelor's thesis</li> <li>▪ Colloquium on the bachelor's thesis</li> </ul> <p><b>Colloquium</b></p>	
<p><b>Learning Outcomes</b></p> <p><b>Bachelor 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>▪ independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.</li> <li>▪ record and analyze existing (research) literature appropriate to the topic of their bachelor'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 using academic presentation and communication techniques.</li> <li>▪ reflect on the scientific and methodological approach chosen in their bachelor's thesis.</li> <li>▪ demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>All modules in the bachelor program</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All bachelor programs in distance learning</p>

# Bachelor Thesis

Course Code: DLBBT01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		9	none

## Course Description

The aim and purpose of the bachelor's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the bachelor's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyze a selected problem with scientific methods, critically evaluate it, and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic chosen by the student from their respective field of study should meet the acquired scientific competences, deepening their academic knowledge and skills in order to meet the future needs of the field.

## Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

## Contents

- The bachelor's thesis must be written on a topic that relates to the content of the respective major field of study. In the context of the bachelor's thesis, the problem, as well as the scientific research goal, must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove their ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

**Literature**

**Compulsory Reading**

**Further Reading**

- Hunziker, A.W. (2010): Spaß am wissenschaftlichen Arbeiten. So schreiben Sie eine gute Semester-, Bachelor- oder Masterarbeit. 4. Auflage, Verlag SKV, Zürich.
- Wehrlin, U. (2010): Wissenschaftliches Arbeiten und Schreiben. Leitfaden zur Erstellung von Bachelorarbeit, Masterarbeit und Dissertation – von der Recherche bis zur Buchveröffentlichung. AVM, München.
- Selection of literature according to topic

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis
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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>	Written Assessment: Bachelor Thesis

<b>Student Workload</b>					
<b>Self Study</b> 270 h	<b>Presence</b> 0 h	<b>Tutorial</b> 0 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<b>Hours Total</b> 270 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 checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

## Colloquium

Course Code: DLBBT02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		1	none

### Course Description

The colloquium will take place after the submission of the bachelor's thesis. This is done at the invitation of the experts. During the colloquium, students must prove that they have independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student as well as the answering of questions by experts.

### Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).

### Contents

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

### Literature

#### Compulsory Reading

#### Further Reading

- Renz, K.-C. (2016): Das 1 x 1 der Präsentation. Für Schule, Studium und Beruf. 2. Auflage, Springer Gabler, Wiesbaden.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<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>	Presentation: Colloquium

<b>Student Workload</b>					
<b>Self Study</b> 30 h	<b>Presence</b> 0 h	<b>Tutorial</b> 0 h	<b>Self Test</b> 0 h	<b>Practical Experience</b> 0 h	<b>Hours Total</b> 30 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