

# MODULE HANDBOOK

## **Bachelor of Arts**

Bachelor International Healthcare Management (FS-OI-BAIHM)

**180 ECTS**

**Distance Learning**

Classification: Undergraduate

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2022-04-01





# 1. Semester

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## Academic Integrity and Writing for Business

Module Code: DLBBAAIWB\_E

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

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

### Module Coordinator

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

### Contributing Courses to Module

- Academic Integrity and Writing for Business (DLBBAAIWB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Academic Integrity and Writing for Business**

On successful completion, students will be able to

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

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

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

# Academic Integrity and Writing for Business

Course Code: DLBBAAIWB01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

4. Fundamentals of Business Writing
  - 4.1 Definition and Explanation of Business Writing
  - 4.2 Purpose of Business Writing
  - 4.3 Best Practices – Useful Hints on Business Writing
5. Developing Convincing Business Writing
  - 5.1 Considering the Recipient: What is the Target Group
  - 5.2 Considering the Objective: What do you want to achieve?
  - 5.3 Developing Your Written Communication
6. Examples for Compelling Business Writing
  - 6.1 Internal Communication to all staff via Email
  - 6.2 Warning Letter to an Employee
  - 6.3 Email to a Supplier in Delay

#### Literature

#### Compulsory Reading

#### Further Reading

- Apferich, S./Neumann, I. (2016): Developing and Assessing Academic and Professional Writing Skills. Peter Lang GmbH, Internationaler Verlag der Wissenschaften, Berlin.
- Bailey, S. (2018): Academic Writing: A Handbook for International Students. 5th edition, Routledge, New York.
- Clement, G./Brenenson, S. (2013): Theft of the Mind: An Innovative Approach to Plagiarism and Copyright Education. Association of College & Research Libraries, Chicago, IL.
- Denisova-Schmidt, E. (2017): The Challenges of Academic Integrity in Higher Education: Current Trends and Prospects. The Boston College Center for International Higher Education (CIHE), Chestnut Hill, MA.
- Keene, B. M. (2017): Critical Skills: Business Writing. Salem Press Encyclopedia. (URL: <http://search.ebscohost.com.pxz.iubh.de:8080/login.aspx?direct=true&db=ers&AN=125600343&site=eds-live&scope=site> [Retrieved: March 15, 2020]).

**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 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

DLBBAAIWB01\_E



## 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

## Business 101

Module Code: DLBBAB\_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. 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

## Healthcare Management

Module Code: DLBIHMHM

<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 Thiede (Healthcare Management)

### Contributing Courses to Module

- Healthcare Management (DLBIHMHM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The Health Economy (Setting the Scene)
- What is the Healthcare Sector?
- Key Players in Healthcare
- International Healthcare Industry
- Management in Health and Healthcare
- Decision-Making and Problem-Solving in Care Settings
- Cross-Border Healthcare and Health Tourism

**Learning Outcomes****Healthcare Management**

On successful completion, students will be able to

- understand specific objectives and contextual challenges of healthcare management.
- identify the characteristics of the health economy and international healthcare markets.
- define healthcare management and the role of the healthcare manager.
- compare and contrast the key competencies of managers in different areas of healthcare.
- differentiate roles and challenges of healthcare managers in light of the international health architecture.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Healthcare Management

Course Code: DLBIHMHM01

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

## Course Description

This course provides an overview introduction to the international environment, the different market sectors, possible roles for health managers and the main challenges. The course offers an insight into individual areas of the health industry and also into individual roles that healthcare managers fill. First, there is an introduction to the special characteristics of health and healthcare against the background of medical-ethical and social-ethical principles. This is followed by a discussion of the relevant areas in which healthcare managers are employed, before their particular roles are presented. A separate section is devoted to health information systems in the light of the particular importance of health data in the management processes of the sector. Finally, the core themes are once again explicitly considered in the context of the international health architecture, which, in addition to the respective national regulatory framework, defines the scope of action of international healthcare management.

## Course Outcomes

On successful completion, students will be able to

- understand specific objectives and contextual challenges of healthcare management.
- identify the characteristics of the health economy and international healthcare markets.
- define healthcare management and the role of the healthcare manager.
- compare and contrast the key competencies of managers in different areas of healthcare.
- differentiate roles and challenges of healthcare managers in light of the international health architecture.

## Contents

1. The Health Economy
  - 1.1 Understanding Health
  - 1.2 The Nature of Healthcare
  - 1.3 Health Commodities and Services
  - 1.4 Market Failure and the Need for Regulation
  - 1.5 The Importance of Ethical Conduct

2. Outlining the Healthcare Sector
  - 2.1 Hospitals and Long-Term Care
  - 2.2 Healthcare HR and Professional Training
  - 2.3 Pharmaceuticals and Medical Devices
  - 2.4 Nonprofit Stakeholders in Healthcare
  - 2.5 Health Insurance Markets
3. Roles in Healthcare Management – an Overview
  - 3.1 Managing Customers and Patients
  - 3.2 Managing Finances
  - 3.3 Managing Performance
  - 3.4 Managing Health Care Professionals
4. Health Information Systems and Technologies
  - 4.1 Managing Health Information
  - 4.2 E-Health
  - 4.3 Evolution of the Electronic Medical Record (EMR)
  - 4.4 Management and Big Data
5. Health and Healthcare Internationally
  - 5.1 The International Health Architecture
  - 5.2 International Management and Health Sector Change
6. Cross-Border Healthcare and Health Tourism
  - 6.1 Drivers of Cross-Border Healthcare
  - 6.2 Inbound and Outbound Health Tourism
  - 6.3 Health Tourism Case Studies

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

- Buchbinder, S./Shanks, N./Kite, B. (2021): Introduction to Health Care Management. 4th edition. MA, Jones & Bartlett, Burlington.
- Gopee, N./Galloway, J. (2017): Leadership and Management in Healthcare. 3rd edition. Sage Publications, London.
- Walshe, K./Smith J. (eds.)(2016): Healthcare Management. 3rd edition, Open University Press, Maidenhead.



**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

DLBIHMHM01

## Medicine for Non-Medics I

Module Code: DLGMOE1\_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. Dr. Ralf K. Reinhardt (Medicine for Non-Medics I)

### Contributing Courses to Module

- Medicine for Non-Medics I (DLGMOE01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Basics of Medicine
- Professional Profiles - Education, Occupation, Professional Law
- Medical Terminology
- Medical Specialties – Holistic Classification
- Medical Specialties – Specialized Classification

### Learning Outcomes

#### Medicine for Non-Medics I

On successful completion, students will be able to

- contextually classify medicine in science and clinical practice historically as well as in present.
- identify ethical challenges.
- describe professional profiles in medicine and nursing care including related therapeutical and supporting fields.
- describe developmental trends in the respective areas of professionalization.
- utilize basic medical terminology.
- describe the differentiation of human medicine into specialties as well as the underlying holistic and specialized perspectives.
- to understand the interaction of the relevant sectors (ambulatory, stationary, semi-stationary) in diagnostics, therapy and rehabilitation.

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

This module is similar to other modules in the field of Health Science

#### Links to other Study Programs of IUBH

All Bachelor Programs in the field of Health Affairs

## Medicine for Non-Medics I

Course Code: DLGMOE01-01\_E

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

### Course Description

Students get to know the origin, development, and characteristics of contemporary medicine in science and practice in ambulatory, stationary and semi-stationary settings. This leads to the acquisition of comprehensive and detailed knowledge about medicine regarding the positioning of diagnostics, therapy, and rehabilitation. In addition, students acquire knowledge regarding the education, activities, and framework conditions of professional profiles in medicine, nursing care, therapy, and corresponding assistant professions. Furthermore, students gain a basic terminological competence regarding the structure of medical terminology and its application. This leads to exemplified knowledge about medical specialties and holistic as well as specialized perspectives.

### Course Outcomes

On successful completion, students will be able to

- contextually classify medicine in science and clinical practice historically as well as in present.
- identify ethical challenges.
- describe professional profiles in medicine and nursing care including related therapeutical and supporting fields.
- describe developmental trends in the respective areas of professionalization.
- utilize basic medical terminology.
- describe the differentiation of human medicine into specialties as well as the underlying holistic and specialized perspectives.
- to understand the interaction of the relevant sectors (ambulatory, stationary, semi-stationary) in diagnostics, therapy and rehabilitation.

### Contents

1. Fundamentals of Medicine
  - 1.1 Disease, Health, Medicine, and Nursing Care
  - 1.2 History of Medical Curative Treatment
  - 1.3 Philosophy and Ethics of Medicine
  - 1.4 Sectoral Medicine - Ambulatory, Stationary and Semi-Stationary
  - 1.5 Medicine as a Science - Theories and Principles

2. Professional Profiles - Education, Occupation, Professional Law
  - 2.1 Medical Professions
  - 2.2 Nursing Care and Therapeutic Professions
  - 2.3 Medical Assistant Professions
  - 2.4 Medicine-Related Professions in the Secondary Healthcare Market
  - 2.5 Professionalization and the Future
3. Medical Terminology
  - 3.1 Languages and their Usage - Greek, Latin, English
  - 3.2 Word Stems, Prefixes, Suffixes and Declinations
  - 3.3 Selected Diseases grouped by Medical Specialties
  - 3.4 Body Regions and Directions
  - 3.5 Medical Procedures in Practice and Research
4. Medical Specialties – Holistic Classification
  - 4.1 General Medicine
  - 4.2 Obstetrics and Gynecology
  - 4.3 Pediatrics
  - 4.4 Geriatrics/Gerontology
  - 4.5 Naturopathy
5. Medical Specialties – Specialized Classification
  - 5.1 General and Special Surgery
  - 5.2 Cardiology
  - 5.3 Gastroenterology
  - 5.4 Radiology and Nuclear Medicine
  - 5.5 Neurology, Psychiatry and Psychotherapy

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

- Mittelmark, M. B. et al. (2017): The Handbook of Salutogenesis. Springer Nature, Springer International Publishing AG Switzerland. Open Access. Pages: 7-14, 153-158, 261-266, DOI: 10.1007/978-3-319-04600-6.
- Prasad, K. (2013): Fundamentals of Evidence Based Medicine. Second edition. Springer India, part of Springer Science+Business Media. Pages: 1-18, DOI: 10.1007/978-81-322-0831-0.
- Ray, S./ Mathai, S. S. (2018): Ethics in medicine and research: Responsibilities of a medical scientist. Journal of Marine Medical Society, Volume: 20, Issue: 2, Pages: 93-95. DOI: 10.4103/jmms.jmms\_78\_18.
- Schildmann, J. et al. (2017): "History, Theory and Ethics of Medicine": The Last Ten Years. A Survey of Course Content, Methods and Structural Preconditions at Twenty-nine German Medical Faculties. GMS Journal for Medical Education, Volume: 34, Issue: 2, Document: 23, Pages: 1-13, DOI: 10.3205/zma001100.
- Eckart, W. U. (1999): Pandora's box opened: 1000 years of war and disease. Lancet (London, England, 1999); Volume: 354, Supplement, Page: SIV63. Erratum in: Lancet (2000); Volume: 355, Issue: 9207, Page: 934, DOI: 10.1016/s0140-6736(99)90406-3.

**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



# 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> 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

DLBBWME01\_E







## 2. Semester

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## Medicine for Non-Medics II

Module Code: DLGMOE2\_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. Dr. Ralf K. Reinhardt (Medicine for Non-Medics II)

### Contributing Courses to Module

- Medicine for Non-Medics II (DLGMOE02-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Systems of Classification
- Flowcharts
- Somatic Disease Patterns
- Psychological and Psychosomatic Disease Patterns
- Controversial Medicine

**Learning Outcomes****Medicine for Non-Medics II**

On successful completion, students will be able to

- describe the medical systems of classification (here: ICD, ICF, DSM).
- understand flow charts of medicine (here: clinical pathways and their applications).
- exemplify somatic disease patterns in epidemiological, diagnostic, therapeutic and sectoral perspectives.
- explain exemplary mental and psychosomatic disease patterns from an epidemiological, diagnostic, therapeutic and sectoral perspective.
- assign diagnostics and therapy of selected disease patterns to sectors as well as to understand the given interactions.
- understand implications for actions as well as controversies at the intersection of medicine, ethics and economics.

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

This module is similar to other modules in the field of Health Science

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

## Medicine for Non-Medics II

Course Code: DLGMOE02-01\_E

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

### Course Description

Students get to know basic and internationally valid categorization systems and flow charts of medicine, enabling them to clearly define diseases and therapies and put them into context. Furthermore, they attain knowledge concerning various exemplified somatic and mental disease patterns from different medical field. Diagnosis, prognosis, therapy as well as the clinical, sectoral context and patient settings are the foci for competence acquisition. In addition, students gain a profound understanding for ethical areas of tension in medicine by selected, potentially morally conducted debates in medicine. They learn to argue their own points of view between (socio)economic needs and medical demands.

### Course Outcomes

On successful completion, students will be able to

- describe the medical systems of classification (here: ICD, ICF, DSM).
- understand flow charts of medicine (here: clinical pathways and their applications).
- exemplify somatic disease patterns in epidemiological, diagnostic, therapeutic and sectoral perspectives.
- explain exemplary mental and psychosomatic disease patterns from an epidemiological, diagnostic, therapeutic and sectoral perspective.
- assign diagnostics and therapy of selected disease patterns to sectors as well as to understand the given interactions.
- understand implications for actions as well as controversies at the intersection of medicine, ethics and economics.

### Contents

1. Systems of Classification
  - 1.1 History, Development and Involved Parties
  - 1.2 ICD
  - 1.3 OPS
  - 1.4 ICF
  - 1.5 DSM

2. Flowcharts
  - 2.1 Development and Sense
  - 2.2 Clinical Pathways
  - 2.3 Diagnostic Pathways
  - 2.4 Treatment Pathways
  - 2.5 Boundaries of Clinical Pathways
3. Somatic Disease Patterns
  - 3.1 Arteriosclerosis, Hypertension and Myocardial Infarction
  - 3.2 Common Cold, Flu, Influenza
  - 3.3 Epilepsy
  - 3.4 Neurodermatitis
  - 3.5 Osteoporosis
4. Psychological/Psychosomatic Disease Patterns
  - 4.1 Autism
  - 4.2 Depression and Burnout Syndrome
  - 4.3 Schizophrenia
  - 4.4 Drug Addiction
  - 4.5 Obsessive-Compulsive Disorder
5. Controversial Medicine
  - 5.1 Preimplantation Diagnostics/Embryonic Stem Cell Research
  - 5.2 Prenatal Diagnostics/Abortion
  - 5.3 "Dr. Internet" and Self-Medication
  - 5.4 Transplant Medicine
  - 5.5 Euthanasia

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

- Mittelmark, M. B. et al. (2017): The Handbook of Salutogenesis. Springer Nature, Springer International Publishing AG Switzerland. Open Access. Pages: 7-14, 153-158, 261-266, DOI: 10.1007/978-3-319-04600-6.
- Prasad, K. (2013): Fundamentals of Evidence Based Medicine. Second edition. Springer India, part of Springer Science+Business Media. Pages: 1-18, DOI: 10.1007/978-81-322-0831-0.
- Ray, S./ Mathai, S. S. (2018): Ethics in medicine and research: Responsibilities of a medical scientist. Journal of Marine Medical Society, Volume: 20, Issue: 2, Pages: 93-95. DOI: 10.4103/jmms.jmms\_78\_18.
- Schildmann, J. et al. (2017): "History, Theory and Ethics of Medicine": The Last Ten Years. A Survey of Course Content, Methods and Structural Preconditions at Twenty-nine German Medical Faculties. GMS Journal for Medical Education, Volume: 34, Issue: 2, Document: 23, Pages: 1-13, DOI: 10.3205/zma001100.
- Eckart, W. U. (1999): Pandora's box opened: 1000 years of war and disease. Lancet (London, England, 1999); Volume: 354, Supplement, Page: SIV63. Erratum in: Lancet (2000); Volume: 355, Issue: 9207, Page: 934, DOI: 10.1016/s0140-6736(99)90406-3.

**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



## Statistics: Probability and Descriptive Statistics

Module Code: DLBDSSPDS

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

### Contributing Courses to Module

- Statistics: Probability and Descriptive Statistics (DLBDSSPDS01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Statistics: Probability and Descriptive Statistics**

On successful completion, students will be able to

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

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

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 fields

# Statistics: Probability and Descriptive Statistics

Course Code: DLBDSSPDS01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

3. Joint Distributions
  - 3.1 Joint distributions
  - 3.2 Marginal distributions
  - 3.3 Independent random variables
  - 3.4 Conditional distributions
4. Expectation and Variance
  - 4.1 Expectation of a random variable, conditional expectations
  - 4.2 Variance and covariance
  - 4.3 Expectations and variances of important probability distributions
  - 4.4 Algebraic and central moments
  - 4.5 Moment-generating functions
5. Inequalities and Limit Theorems
  - 5.1 Probability inequalities
  - 5.2 Inequalities for expectations
  - 5.3 The law of large numbers
  - 5.4 Central limit theorem

### Literature

#### Compulsory Reading

#### Further Reading

- Bruce, P., & Bruce, A. (2017). Practical statistics for data scientists: 50 essential concepts. Sebastopol, CA: O'Reilly.
- Downey, A. B. (2014). Think stats (2nd ed.). Sebastopol, CA: O'Reilly.
- Downey, A. B. (2013). Think Bayes. Sebastopol, CA: O'Reilly.
- Reinhart, A. (2015). Statistics done wrong: The woefully complete guide. San Francisco, CA: No Starch Press.
- Wassermann, L. (2004). All of statistics: A concise course in statistical inference. New York, NY: Springer Science+Business Media.

**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 checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed

DLBDSSPDS01

## Principles of Management

Module Code: DLBBAPM\_E

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

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

### Module Coordinator

Prof. Dr. Markus Prandini (Principles of Management)

### Contributing Courses to Module

- Principles of Management (DLBBAPM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Principles of Management**

On successful completion, students will be able to

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

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

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



# Principles of Management

Course Code: DLBBAPM01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

4. Strategic Planning
  - 4.1 Strategic Management
  - 4.2 The Strategic Management Process
  - 4.3 Corporate Strategies
  - 4.4 Competitive Strategies
5. Organizing
  - 5.1 Organizational Structures and Design
  - 5.2 Organizational Change
  - 5.3 Managing Change
6. Leading
  - 6.1 Interpersonal and Organizational Communication
  - 6.2 Organizational Behavior
  - 6.3 Leadership
7. Controlling
  - 7.1 The Control Process
  - 7.2 Tools for Measuring Organizational Performance

### Literature

#### Compulsory Reading

#### Further Reading

- Becerra, M. (2009): Theory of the Firm for Strategic Management. Cambridge University Press, Cambridge.
- Bright D.S. et al (2020): Principles of Management. (URL: <http://cnx.org/content/col28330/1.8> [Retrieved: 19 March 2020]).
- Carpenter, M./Sanders, G. (2014): Strategic Management. Concepts and Cases, New International Edition. 2nd Edition, Pearson, Harlow.
- Hitt, M.A./Freeman, R.E./Harrison, J.S. (Eds.) (2020): The Blackwell Handbook of Strategic Management. Blackwell, Oxford.
- Robbins, S.P./Coulter, M. (2020): Management, Global Edition. 15th Edition, Pearson, Hoboken, NJ.

**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

DLBBAPM01\_E

## International Health Systems

Module Code: DLBIHMIHS

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. Michael Thiede (International Health Systems)

### Contributing Courses to Module

- International Health Systems (DLBIHMIHS01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Regulation and the Role of the State
- Health System Building Blocks
- Quantifying and Addressing Health Needs
- Typology of Health Systems
- Country Case Studies

**Learning Outcomes****International Health Systems**

On successful completion, students will be able to

- negotiate the rationale of health systems, considering their respective context.
- structure their analysis of health systems according to meaningful health system building blocks.
- understand people's health needs and the mechanisms to address these within the health system.
- analyze health systems based on a broader health system typology.
- understand different countries' health systems and use them as a reference.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# International Health Systems

Course Code: DLBIHMIHS01

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

## Course Description

This course focuses on the role of health care systems as organizations of people, institutions, and resources that deliver health care services to meet the health needs of populations. It is structured along the health system building blocks, an analytical framework used by the World Health Organization to describe health systems, using the core components leadership and governance, service delivery, health system financing, health workforce, medical products and technologies, and health information systems. The evolution and dynamics of specific health systems are discussed on the basis of a typology of systems. Students gain a broad overview of different health systems within their respective contexts.

## Course Outcomes

On successful completion, students will be able to

- negotiate the rationale of health systems, considering their respective context.
- structure their analysis of health systems according to meaningful health system building blocks.
- understand people's health needs and the mechanisms to address these within the health system.
- analyze health systems based on a broader health system typology.
- understand different countries' health systems and use them as a reference.

## Contents

1. Regulation and the Role of the State
  - 1.1 A Rationale of Health Systems
  - 1.2 Properties of Systems
  - 1.3 The Impact of Context
2. Health System Building Blocks
  - 2.1 Leadership and Governance
  - 2.2 Service Delivery
  - 2.3 Health System Financing
  - 2.4 Health Workforce
  - 2.5 Medical Products and Technologies
  - 2.6 Health Information Systems

3. Health Needs
  - 3.1 Quantifying Needs
  - 3.2 Addressing Needs
4. Typology of Health Systems
  - 4.1 National Health Service-Type Systems
  - 4.2 Social Health Insurance
  - 4.3 Supply- and Performance-Oriented Private Type
  - 4.4 Mixed Systems
5. Provision of Services
  - 5.1 Patient Pathways
  - 5.2 Primary Care
  - 5.3 Specialized Care
  - 5.4 Urgent and Emergency Care
  - 5.5 Pharmaceutical Care
6. Country Case Studies
  - 6.1 Germany
  - 6.2 United Kingdom
  - 6.3 China
  - 6.4 United States
  - 6.5 Case Studies From Low- and Middle-Income Countries

### Literature

#### Compulsory Reading

#### Further Reading

- Folland, S./Goodman, A. C./Stano, M. (2013). The economics of health and health care. 7th edition, Prentice Hall, Upper Saddle River, NJ, pp.
- Mills, A./Martinez-Álvarez, M./Ranson, M.K. (2020). The design of health systems. In: Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington, MA.
- Rice, T. (2021). Health insurance systems. Academic Press, Cambridge, MA.
- World Health Organization (n.d.). Health in transition (HITs). Health system reviews. (URL: [http://www.searo.who.int/entity/asia\\_pacific\\_observatory/publications/hits/hit\\_home/en/](http://www.searo.who.int/entity/asia_pacific_observatory/publications/hits/hit_home/en/) & <https://eurohealthobservatory.who.int/>).



**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

DLBIHMIHS01

# 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



## Introduction to Health Economics

Module Code: DLBIHMIHE

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. Michael Thiede (Introduction to Health Economics)

### Contributing Courses to Module

- Introduction to Health Economics (DLBIHMIHE01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Health, Economics and Health Economics
- Forms of Delivery of Medical Care
- The Hospital as an Economic Agent
- Health Economic Evaluation
- Distribution

**Learning Outcomes****Introduction to Health Economics**

On successful completion, students will be able to

- interpret health needs, the demand for health and the derived demand for healthcare.
- discuss the economic characteristics of healthcare supply and possible implications for market regulation.
- analyze the trade-offs between efficiency and equity in health and healthcare.
- derive conclusions for health policy making.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Introduction to Health Economics

Course Code: DLBIHMIHE01

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

## Course Description

This course introduces students to economic thinking in the fields of health and healthcare. Fundamental questions about supply and demand are asked, demonstrating that the health care market has special characteristics that favour market failures. Building on this insight, individual areas of the health care system are illuminated from an economic perspective. Finally, the tension between efficient resource allocation and fair distribution is discussed in detail.

## Course Outcomes

On successful completion, students will be able to

- interpret health needs, the demand for health and the derived demand for healthcare.
- discuss the economic characteristics of healthcare supply and possible implications for market regulation.
- analyze the trade-offs between efficiency and equity in health and healthcare.
- derive conclusions for health policy making.

## Contents

1. Health, Economics and Health Economics
  - 1.1 The Demand for Health and Healthcare
  - 1.2 Health Production: Efficient Use of Resources
  - 1.3 The Costs of Healthcare
  - 1.4 Health and the Market
  - 1.5 Supplier-Induced Demand and Agency
  - 1.6 Market Failure and the Role of the State
2. Forms of Delivery of Medical Care
  - 2.1 The Principal-Agent Relationship as the Key Problem
  - 2.2 The Physician as a Supplier of Medical Services
  - 2.3 Managed Care and Alternative Forms of Provision of Care
3. The Hospital as an Economic Agent
  - 3.1 The Hospital as a Productive Unit
  - 3.2 Hospital Cost Functions
  - 3.3 Hospital Cost Inflation

4. Health Insurance
  - 4.1 The Demand of Insurance
  - 4.2 The Supply of Insurance
  - 4.3 The Case of Moral Hazard
  - 4.4 Asymmetric Information and Adverse Selection
5. Economic Evaluation
  - 5.1 Theoretical Bases of Economic Evaluation
  - 5.2 Measuring Costs
  - 5.3 Measuring Benefits
  - 5.4 Practical Steps in Economic Evaluation
  - 5.5 Economic Evaluation and Resource Allocation
6. Distribution
  - 6.1 Equity in Health and Healthcare
  - 6.2 Interdependent Utility and Equity
  - 6.3 Benefit Incidence Analysis

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

- Bhattacharya, J./Hyde, T./Tu, P. (2014). Health economics. London, Red Globe Press.
- Folland, S./Goodman, A. C./Stano, M. (2013): The economics of health and health care. 7th edition, Prentice Hall, Upper Saddle River, NJ.
- McPake, B. et al. (2020): Health economics – an international perspective. 4th edition, Abingdon, 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

DLBIHMIHE01







# 3. Semester

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## Introduction to Public Health

Module Code: DLBIHMIPH

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. (Introduction to Public Health)

### Contributing Courses to Module

- Introduction to Public Health (DLBIHMIPH01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Defining Public Health
- Infectious Diseases
- Non-Communicable Diseases
- The Role of Genetics
- Social and Behavioral Factors in Health
- Building Healthy Communities

**Learning Outcomes****Introduction to Public Health**

On successful completion, students will be able to

- justify the need for evidence in strengthening public health.
- appreciate the monitoring and analysis of long-term public health trends.
- classify infectious and noninfectious diseases in terms of their importance for societal development and social as well as economic activity.
- understand the principles of identification, surveillance, and prevention of diseases.
- identify relevant sub-disciplines that contribute to building healthy communities.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Introduction to Public Health

Course Code: DLBIHMIPH01

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

## Course Description

This course offers a comprehensive introduction to public health linking basic concepts to practice. It offers insight into the epidemiology of infectious diseases and non-communicable diseases, emphasizing the societal perspective. Apart from an in-depth coverage of contextual determinants of health and respective policy responses as well as aspects of community, environmental and occupational health, the course also introduces students to some of the latest research on public health genetics.

## Course Outcomes

On successful completion, students will be able to

- justify the need for evidence in strengthening public health.
- appreciate the monitoring and analysis of long-term public health trends.
- classify infectious and noninfectious diseases in terms of their importance for societal development and social as well as economic activity.
- understand the principles of identification, surveillance, and prevention of diseases.
- identify relevant sub-disciplines that contribute to building healthy communities.

## Contents

1. What is Public Health?
  - 1.1 Origins of Public Health: Historical Perspective
  - 1.2 Analytical Methods of Public Health
  - 1.3 Medical Care and Public Health
  - 1.4 Sources of Public Health Data
  - 1.5 Evidence-Based Public Health
2. Infectious Diseases
  - 2.1 Measuring the Burden of Infectious Diseases
  - 2.2 Bacteria, Parasites, Viruses
  - 2.3 Infectious Disease Control
  - 2.4 Vaccination

3. Non-Communicable Diseases
  - 3.1 Measuring the Burden of Non-Communicable Diseases
  - 3.2 The Role of Lifestyle
  - 3.3 Structural Prevention of NCDs
4. The Role of Genetics
  - 4.1 Genetic Technologies and Information
  - 4.2 Phenotypes and Genotypes
  - 4.3 Population Genetics
  - 4.4 Public Health Genetics and Genomics
  - 4.5 Nutrition and the microbiome
5. Social and Behavioral Factors in Health
  - 5.1 Health, Law, Policy, and Ethics
  - 5.2 Health and Culture
  - 5.3 Socioeconomic Status and Health
  - 5.4 Discrimination and Health Inequities
  - 5.5 Social Capital, Social Cohesion, and Health
6. Building Healthy Communities
  - 6.1 Community Health
  - 6.2 Environmental Health
  - 6.3 Occupational Health and Safety
  - 6.4 Nutrition, Food and Food Safety
  - 6.5 Health Communication, E-Health and Social Media

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

- Berkman, L./Kawachi, I./Glymour, M. (2014): Social epidemiology. 2nd edition. Oxford University Press, Oxford.
- Riegelman, R./Kirkwood, B. (2018): Public health 101. 3rd edition, Jones & Bartlett, Burlington MA.
- Schneider, M. (2020): Introduction to public health. 6th edition, Jones & Bartlett, Burlington 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>	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 type="checkbox"/> Live Tutorium/Course Feed

DLBIHMIPH01



## 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

## International HR Management

Module Code: DLBINTIHR\_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

N.N. (International HR Management)

### Contributing Courses to Module

- International HR Management (DLBINTIHR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes**

**International HR Management**

On successful completion, students will be able to

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

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

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



# International HR Management

Course Code: DLBINTIHR01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

2. Comparative Human Resources
  - 2.1 Globalisation and its Effects on Human Resources Management
  - 2.2 Contextual Effects
  - 2.3 Requirements
3. Multinational Companies and International HR Models
  - 3.1 Challenges in Multinational Corporations
  - 3.2 Resolution Methods
  - 3.3 International HR Models
4. International Personnel Deployment
  - 4.1 International Personnel Planning
  - 4.2 Reasons for Deployments and Job Rotation
  - 4.3 Selection of Expatriates
  - 4.4 Success Determinants
5. International Missions and Host Countries
  - 5.1 Variance in Environmental Variables
  - 5.2 Host Country Effects for Multinational Corporations
  - 5.3 HRM in Cross-Border Mergers and Acquisitions
  - 5.4 Integration
6. Development of International Managers
  - 6.1 Personnel Development in an International Context
  - 6.2 Preparation, Support and Reintegration of Expatriates
7. Application in Sample Markets
  - 7.1 Asia: Japan and Taiwan
  - 7.2 Asia: China and Vietnam
  - 7.3 USA
  - 7.4 European Countries

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

- Al Ariss, A. K./Cerdin, J. L./Brewster, C. (2016): International migration and international human resource management. In: Dickmann, M./Brewster, C./Sparrow, P. (Hrsg.): International Human Resource Management. 3. Auflage, Routledge, London, S. 271-290.
- Björkman, I./Lervik, J. E. (2007): Transferring HR practices within multinational corporations. In: Human Resource Management Journal, 17. Jg., Heft 4, S. 320-335.
- Cascio, W. F./Boudreau, J. W. (2016): The search for global competence. From international HR to talent management. In: Journal of World Business, 51. Jg., Heft 1, S. 103-114.
- Chung, C. (2015): The Conceptualization of Global Integration and Local Responsiveness in International HRM Research: A Review and Directions for Future Research. In: Discussion Paper JHD-2015-02, Henley Business School.
- Harzing, A. W./Pinnington, A. (Hrsg.) (2014): International Human Resource Management. 4. Auflage, Sage, Boston.
- Reiche, B. S./Harzing, A. W. (2011): International assignments. In: Harzing, A. W./Pinnington, A. (Hrsg.): International human resource management. 3. Auflage, Sage, Boston, S. 185-226.
- Zhu, C.J. et al. (2013): HR practices from the perspective of managers and employees in multinational enterprises in China: Alignment issues and implications. In: Journal of World Business, 48. Jg., Heft 2, S. 241-250.

**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

## Health Financing

Module Code: DLBIHMHF

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> DLBIHMIHS01	<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

N.N. (Health Financing)

### Contributing Courses to Module

- Health Financing (DLBIHMHF01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Health Financing Functions: Definitions and Implications
- Risk Pooling Mechanisms
- Efficiency of Government Spending
- Financing Health in Low-Income Countries/Middle-Income Countries/High-Income Countries
- Provider Payment Mechanisms
- Trends in Health Financing

**Learning Outcomes**

**Health Financing**

On successful completion, students will be able to

- interpret the health financing functions within a governance framework.
- describe the approaches to revenue collection in the context of existing health systems.
- analyze provider payment mechanisms with respect to incentive setting.
- explain strategic purchasing of health care services as a key policy measure towards achieving universal health coverage.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Health Financing

Course Code: DLBIHMHF01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMIHS01

## Course Description

This course identifies health financing as a key building block of a health system. Within the overall health system, health financing is built around the financing functions: revenue raising, risk pooling, resource allocation, and service provision. This course explains these financing functions and the manifold ways of designing and implementing variations within the functions in order to pursue the broader goals of universal health coverage: efficiency, quality, equity, and sustainability.

## Course Outcomes

On successful completion, students will be able to

- interpret the health financing functions within a governance framework.
- describe the approaches to revenue collection in the context of existing health systems.
- analyze provider payment mechanisms with respect to incentive setting.
- explain strategic purchasing of health care services as a key policy measure towards achieving universal health coverage.

## Contents

1. Health Financing Systems
  - 1.1 Health Financing Functions
  - 1.2 Revenue Raising
  - 1.3 Risk Pooling
  - 1.4 Resource Allocation
  - 1.5 Service Provision
2. Revenue Collection
  - 2.1 Taxes
  - 2.2 Social Insurance Contributions
  - 2.3 Private Insurance Premiums
  - 2.4 Out-of-Pocket Payments

3. Provider Payment
  - 3.1 Fee-for-Service
  - 3.2 Capitation
  - 3.3 Global Budget
  - 3.4 Pay-for Performance
  - 3.5 Diagnosis-Related Groups (DRGs)
  - 3.6 Deductibles, Coinsurance and Co-Payments
4. Effects of Financing on Equity, Quality and Efficiency
  - 4.1 Effects Based on Financing Sources
  - 4.2 Effects Based on Types of Spending
5. Efficient Government Health Spending
  - 5.1 Government Health Expenditures
  - 5.2 Fiscal Space for Health
  - 5.3 Improving Public Sector Management
  - 5.4 Decentralising Healthcare
6. Trends in Health Financing (Country Case Studies)
  - 6.1 Main Reform Trends in High-Income Countries
  - 6.2 Financing Reforms in Low- and Middle Income Countries

## Literature

### Compulsory Reading

### Further Reading

- Feldhaus, I./Mathauer, I. (2018). Effects of mixed provider payment systems and aligned cost sharing practices on expenditure growth management, efficiency, and equity: a structured review of the literature. *BMC Health Services Research*, 18: 996. doi: 10.1186/s12913-018-3779-1
- Gottret, P./Schieber, G. (2006). *Health financing revisited. A practitioner's guide*. Washington DC, World Bank.
- Kutzin, J. et al. (2017) *Developing a national health financing strategy: a reference guide*. Geneva, World Health Organization.
- Tao, W./Agerholm, J./Burström, B. (2016). The impact of reimbursement systems on equity in access and quality of primary care: A systematic literature review. *BMC Health Services Research*, 16: 542. doi: 10.1186/s12913-016-1805-8.



**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

DLBIHMHF01

## 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 Hospital Management

Module Code: DLGWKM1\_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. (Introduction to Hospital Management)

### Contributing Courses to Module

- Introduction to Hospital Management (DLGWKM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Sector Characterization
- Categorization of Operators and of Financing
- The German Hospital Market in International Comparison (USA, UK, NL, S)
- Changes in Composition and Influx of Patients
- Changes in Composition of Personnel and of the Personnel Market
- "The Industry of Hospitals" - Expectations and Social Criticism

**Learning Outcomes****Introduction to Hospital Management**

On successful completion, students will be able to

- outline distinctions between hospital facilities.
- assign carrier and financing models to the various forms.
- explain market specifics of the non-profit and for-profit organizations.
- explain core businesses/service tasks, risks and challenges of various forms.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Introduction to Hospital Management

Course Code: DLGWKM01\_E

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

## Course Description

Students get to know characteristics and particularities of the German hospital market. This characterization is subjected to an international comparison. When considering current situations and developments, reference is made to the historical development. In detail, different types of hospitals (since their emergence) are illuminated and different carrier settings are discussed. Furthermore, current social and economic challenges providing an outlook on required strategies in the act of management will be discussed.

## Course Outcomes

On successful completion, students will be able to

- outline distinctions between hospital facilities.
- assign carrier and financing models to the various forms.
- explain market specifics of the non-profit and for-profit organizations.
- explain core businesses/service tasks, risks and challenges of various forms.

## Contents

1. Sector Characterization
  - 1.1 The Hospital Sector as an Element in the Healthcare System
  - 1.2 Fundamental Principles and Characteristics of Hospital Care
  - 1.3 The Hospital Sector: Economics, Hospital Goods and Market-Based Control
2. Categorization of Operators
  - 2.1 Operators, Carriers and Company Forms
  - 2.2 Legal Forms of Hospitals
3. Categorization of Financing
  - 3.1 Financing Categories
  - 3.2 Operating Cost Financing
  - 3.3 Investment Financing

4. The German Hospital Market in International Comparison (USA, UK, NL, S)
  - 4.1 Hospitals: Subsystems in the Respective Healthcare System
  - 4.2 Indicators for Hospital Services
  - 4.3 Further Thoughts on Hospital Productivity
5. Changes in Composition and Influx of Patients
  - 5.1 Increasing Patient Sovereignty
  - 5.2 Patient Safety
  - 5.3 Demography and Patients
  - 5.4 Medical Tourism
6. Changes in the –Composition of Personnel and of the Personnel Market
  - 6.1 The Importance of the Personnel Factor
  - 6.2 Labor Leasing
  - 6.3 Diversity as an Answer and as a Challenge
7. “The Industry of Hospitals” - Expectations and Social Criticism
  - 7.1 Economic Acting and Increased Competition
  - 7.2 The Identity of Hospitals
  - 7.3 Expectations, Prognoses and Developments within the Hospital

## Literature

### Compulsory Reading

### Further Reading

- Wilman, N. (2017): Health Promotion and Preventive Healthcare in Germany. In: Hohnerlein, E. M./Hennion, S./Kaufmann, O. (2017): Erwerbsverlauf und sozialer Schutz in Europa. Employment Biographies and Social Protection in Europe. Les parcours professionnels et la protection sociale en Europe. Springer-Verlag GmbH Germany, Part of Springer Nature 2018, Pages: 235-249.
- Mosadeghrad, A. M./Mojbafan, A. (2019): Conflict and conflict management in hospitals. International Journal of Health Care Quality Assurance, Volume: 32, Issue: 3, Pages: 550-561.
- Bove, L. A./Houston, S. M. (2020): Project Management Skills for Healthcare: Methods and Techniques for Diverse Skillsets. Routledge, an imprint of Taylor & Francis Group, A Productivity Press Book, Pages: 7-23.
- Dumas, M. et al. (2018): Fundamentals of Business Process Management. Second Edition, Springer Verlag GmbH Germany, Part of Springer Nature, Pages: 1-33.
- Obermann, K. et al. (2016): The German Health Care System: Accessing the German Health Care Market. Second edition, medhochzwei Verlag GmbH, Heidelberg, Pages: 72-88, 101-113.

**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

DLGWKM01\_E







# 4. Semester

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## Foundations in Epidemiology and Biostatistics

Module Code: DLBIHMFEB

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	DLBIHMIPH01	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. (Foundations in Epidemiology and Biostatistics)

### Contributing Courses to Module

- Foundations in Epidemiology and Biostatistics (DLBIHMFEB01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to Epidemiology and Basic Biostatistics
- Probability
- Hypothesis Testing and Regression Analysis
- Survival Analysis
- The Idea of Epidemiology
- Epidemiology of Infectious Diseases

**Learning Outcomes**

**Foundations in Epidemiology and Biostatistics**

On successful completion, students will be able to

- apply basic concepts of statistics with a focus on the health and healthcare.
- identify the challenges of applying statistical tools in different fields in medicine and healthcare.
- understand the concepts and mechanisms underlying the transmission and acquisition of disease.
- discuss morbidity and the important role of epidemiology in disease surveillance.
- engage with approaches for using morbidity and mortality data in investigations relating to healthcare.

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

This module is similar to other modules in the field of Health Science

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Foundations in Epidemiology and Biostatistics

Course Code: DLBIHMFEB01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMIPH01

## Course Description

This course introduces students to two disciplines in health and healthcare: epidemiology and biostatistics. Whilst there is an overlap between the two disciplines, they are clearly distinct in several aspects. Students will be exposed an elementary toolkit of (bio)statistical instruments as they are used in the description and analysis of health issues. Further, the course will cover essential epidemiological questions that deal with the health and health risks of the population. Epidemiological instruments in the context of surveillance and health security will also be discussed.

## Course Outcomes

On successful completion, students will be able to

- apply basic concepts of statistics with a focus on the health and healthcare.
- identify the challenges of applying statistical tools in different fields in medicine and healthcare.
- understand the concepts and mechanisms underlying the transmission and acquisition of disease.
- discuss morbidity and the important role of epidemiology in disease surveillance.
- engage with approaches for using morbidity and mortality data in investigations relating to healthcare.

## Contents

1. Introduction to Epidemiology and Basic Biostatistics
  - 1.1 Background
  - 1.2 Separating the Two Disciplines: Definitions, Concepts, Tools
  - 1.3 Introduction to Statistical Software
  - 1.4 Sampling
  - 1.5 Prevalence and Incidence

2. Probability
  - 2.1 Events and Probability
  - 2.2 Conditional Probability
  - 2.3 Bayes' Theorem and Diagnostic Tests
  - 2.4 Relative Risk and Odds Ratio
  - 2.5 Theoretical Probability Distributions
3. Hypothesis Testing and Regression Analysis
  - 3.1 General Concepts
  - 3.2 Simple Linear Regression
  - 3.3 Multiple Regression
  - 3.4 Logistic Regression
4. Survival Analysis
  - 4.1 Life Table Method
  - 4.2 Product-Limit Method
  - 4.3 Log-Rank Test
5. The Idea of Epidemiology
  - 5.1 Descriptive Epidemiology
  - 5.2 Modern Epidemiology
  - 5.3 Factors (Determinants, Exposure Variables)
  - 5.4 Uses and Applications of Epidemiology
  - 5.5 The Role of Genetics in Contemporary Epidemiology
6. Epidemiology of Infectious Diseases
  - 6.1 Epidemic Surveillance and Paths of Transmission
  - 6.2 Infectious Diseases Control
  - 6.3 Infectious Diseases Modeling
  - 6.4 Case Studies

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

- Celentano, D./Szklo, M. (2019): Gordis Epidemiology. Elsevier, Philadelphia PA.
- Krickeberg, K. et al. (2019): Epidemiology – key to public health. Springer Nature, Cham.
- Pagano, M./Gauvreau, K. (2018): Principles of Biostatistics. 2nd edition. CRC Press, Boca Raton FL.

**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



## 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

# Supply Chain Management I

Module Code: DLBDESCM1

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. (Supply Chain Management I )

## Contributing Courses to Module

- Supply Chain Management I (DLBDESCM01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Module Exam

### Split Exam

## Weight of Module

see curriculum

## Module Contents

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

<p><b>Learning Outcomes</b></p> <p><b>Supply Chain Management I</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ explain the importance of cross-company value creation processes.</li> <li>▪ understand common concepts for modeling cross-company value creation processes.</li> <li>▪ understand dynamic effects in supply chains and can systematize their causes and effects.</li> <li>▪ explain important theoretical concepts for describing the characteristics and challenges of cross-company value creation processes.</li> <li>▪ explain the approaches and problem categories commonly used in the context of supply chain management.</li> <li>▪ understand important reference and/or management models for the concretization of supply chain systems.</li> <li>▪ name and detail important roles and tasks in the SCM network.</li> <li>▪ deal with the coordination problem of SCM and describe the common solution approaches.</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 Transportation &amp; Logistics</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programmes in the Transport &amp; Logistics fields</p>



# Supply Chain Management I

Course Code: DLBDSESCM01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

2. Selected Theoretical Concepts for the Supply Chain Concept
  - 2.1 New Institutional Economics
  - 2.2 Game Theory
  - 2.3 Network Approach
  - 2.4 Other Theoretical Additions
3. Supply Chain Management
  - 3.1 Basic Information on the Goals and Scope of SCM
  - 3.2 Popular Problem Areas of the SCM
  - 3.3 Supply Chain Management as an Evolutionary Step in Logistics
  - 3.4 Supply Chain Management as Cooperation Management
4. SCM Model
  - 4.1 Basic Information on the Term SCM Models
  - 4.2 SCOR Model
  - 4.3 SCM Task Model
5. SCM as a Coordination Problem
  - 5.1 Basic Information on the Concept of Coordination
  - 5.2 Coordination Concepts, Context, and Perspectives of SCM
  - 5.3 Coordination Instruments

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

- Arndt, H. (2018): Supply Chain Management. Optimierung logistischer Prozesse. 7. Auflage, Gabler, Wiesbaden.
- Grosche, P. (2012): Konfiguration und Koordination von Wertschöpfungsaktivitäten in internationalen Unternehmen. Eine empirische Untersuchung in der Automobilindustrie. Gabler-Verlag, Wiesbaden.
- Heiserich, O.E./Helbig, K./Ullmann, W. (2011): Logistik. Eine praxisorientierte Einführung. 4. Auflage, Gabler-Verlag | Springer Fachmedien, Wiesbaden 2011.
- Hertel, J./Zentes, J./Schramm-Klein, H. (2011): Supply-Chain-Management und Warenwirtschaftssysteme im Handel. 2. Auflage, Springer Verlag, Heidelberg.
- Hungenberg, H. (2014): Strategisches Management in Unternehmen. Ziele-Prozesse-Verfahren. 8. Auflage, Wiesbaden.
- Pfohl, H. C. (2010): Logistiksysteme. Betriebswirtschaftliche Grundlagen. 8 Auflage, Springer, Berlin.
- Schulte, C. (2013): Logistik. Wege zur Optimierung der Supply Chain. 6. Auflage, Vahlen, München.
- Werner, H. (2013): Supply Chain Management. Grundlagen, Strategien, Instrumente und Controlling. 5. Auflage, Gabler, Wiesbaden.

**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>	Module 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 type="checkbox"/> Live Tutorium/Course Feed

## Medical Information Technology and Software

Module Code: DLBMETMIS\_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

N.N. (Medical Information Technology and Software)

### Contributing Courses to Module

- Medical Information Technology and Software (DLBMETMIS01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The Merging of Medical Technology and Information Technology
- Medical Information Technology
- Clinical Information Systems and Medical Image Processing
- Information Processing and Data Management
- Software in Medical Technology
- Software as a Medical Device

<p><b>Learning Outcomes</b></p> <p><b>Medical Information Technology and Software</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ identify the various stakeholders and information systems in healthcare, describe the challenges and solutions associated with integrating medical devices into IT networks, and explain organizational requirements for integrating medical devices into IT networks.</li> <li>▪ name the data collected, processed, and exchanged within the healthcare system, explain the medical informatics infrastructure, describe the principles of interoperability, and explain current standards.</li> <li>▪ describe the architecture of hospital information systems, explain medical image processing and image analysis, and describe the processes and IT integration involved in medical imaging reporting.</li> <li>▪ identify important aspects of surgical planning and surgical support and explain fields of application of telemedicine and virtual reality in medicine.</li> <li>▪ name the different areas of application for software in medical technology and explain the specifics of its use within each area.</li> <li>▪ explain the extensive and specific requirements for software being used as a medical device.</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 Health Science</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the field of Health Affairs</p>

# Medical Information Technology and Software

Course Code: DLBMETMIS01\_E

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

## Course Description

The relevance of combining information technology and medical technology continues to grow. This is especially true for hospitals with their complex organizational, communication and documentation structures. Today, a hospital cannot be operated economically and safely without the use of a comprehensive hospital information system. By integrating IT and medical technology, not only workflows can be made more efficient, but time and financial savings can also be realized. The possibilities, however, are by no means limited to hospital use. This course highlights the convergence of medical technology and information technology and the integration of medical devices into IT networks. The infrastructure of medical informatics is presented and topics such as interoperability and standards are explained. Clinical information systems are described and the use of software and information technology is illustrated using the example of medical image processing. Furthermore, the vast application areas of software in medical technology and the particularities of software as a medical device are explicated.

## Course Outcomes

On successful completion, students will be able to

- identify the various stakeholders and information systems in healthcare, describe the challenges and solutions associated with integrating medical devices into IT networks, and explain organizational requirements for integrating medical devices into IT networks.
- name the data collected, processed, and exchanged within the healthcare system, explain the medical informatics infrastructure, describe the principles of interoperability, and explain current standards.
- describe the architecture of hospital information systems, explain medical image processing and image analysis, and describe the processes and IT integration involved in medical imaging reporting.
- identify important aspects of surgical planning and surgical support and explain fields of application of telemedicine and virtual reality in medicine.
- name the different areas of application for software in medical technology and explain the specifics of its use within each area.
- explain the extensive and specific requirements for software being used as a medical device.

## Contents

1. The Merging of Medical Technology and Information Technology
2. Medical Information Technology

3. Clinical Information Systems and Medical Image Processing
4. Information Processing and Data Management
5. Software in Medical Technology
6. Software as a Medical Device

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

- Feng, David (ed.): Biomedical Information Technology (2019). [Place of publication not identified]: Elsevier Academic Press.
- Jacques, Samantha PhD FACHE (2020): Introduction to Clinical Engineering. San Diego, United States: Academic Press.
- Kramme, Rüdiger; Hoffmann, Klaus-Peter; Pozos, Robert Steven (eds.) (2012): Springer Handbook of Medical Technology. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Taktak, Azzam F. G.; Ganney, Paul; Long, Dave; Axell, Richard G. (eds.) (2020): Clinical engineering. A handbook for clinical and biomedical engineers. Second edition. London, United Kingdom, San Diego, CA: Academic Press is an imprint of Elsevier.



**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

DLBMETMIS01\_E

## Global Corporations and Globalization

Module Code: DLBINTGUG\_E

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

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

### Module Coordinator

Prof. Dr. Martin Barth (Global Corporations and Globalization)

### Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

<p><b>Learning Outcomes</b></p> <p><b>Global Corporations and Globalization</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ present the history of globalisation and identify and explain significant stages of development.</li> <li>▪ identify and classify current trends in globalisation and localisation.</li> <li>▪ recall basic knowledge in the fields of business administration, marketing and human resources management and extend it to meet the special requirements in internationally operating companies .</li> <li>▪ explain offshoring and outsourcing and outline the opportunities and risks of these placements .</li> <li>▪ explain the particularities of international procurement and distribution and develop resulting possibilities and limits.</li> <li>▪ identify cultural differences and assess their significance for operating in international business.</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</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programmes in the Business &amp; Management fields</p>

# Global Corporations and Globalization

Course Code: DLBLOGC101\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. History and Development of Globalisation
  - 1.1 Globalization v1.0 according to Niall Ferguson
  - 1.2 History of Globalisation
  - 1.3 Influencing Factors of Economic and Cultural Globalization
  - 1.4 The Tension between Globalization and Localization
  - 1.5 Social Aspects of Globalisation and Corporate Responsibility

2. International Marketing
  - 2.1 International Consumer Behaviour
  - 2.2 Market Research
  - 2.3 Standardization and Adaptation
  - 2.4 International Branding
  - 2.5 Pricing Strategies
  - 2.6 International Marketing Communications
3. International Operation
  - 3.1 Offshoring and Outsourcing
  - 3.2 Global Production Networks
  - 3.3 Global Logistics
4. International Personnel Management
  - 4.1 Local and International Personnel Management
  - 4.2 Expatriate Management
  - 4.3 Localization of Personnel
  - 4.4 International Human Resources Development
5. International Financing
  - 5.1 Institutions in the International World of Finance
  - 5.2 International Financing and its Procedures
6. International Procurement
  - 6.1 Reasons and Strategies of Global Sourcing
  - 6.2 Risks of International Procurement
  - 6.3 International Distribution Policy

### Literature

#### Compulsory Reading

#### Further Reading

- Ahlstrom, D./Bruton, G. D. (2009): International Management. Strategy and Culture in the Emerging World. Cengage, Mason (OH).
- Lasserre, P. (2012): Global Strategic Management. 3. Auflage, Palgrave Macmillan, Basingstoke.
- Peng, M. W. (2013): Global 2. South-Western/Cengage, Mason (OH).
- Torrington, D. et al. (2011): Human Resource Management. 8. Auflage, Pearson Education, Upper Saddle River (NJ).
- Usunier, J.-C./Lee, J. A. (2009): Marketing across cultures. 5. Auflage, Prentice Hall, Harlow.

**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

DLBLOGC101\_E



## Pharmaceutical Management

Module Code: DLBIHMPCM

<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

N.N. (Pharmaceutical Management)

### Contributing Courses to Module

- Pharmaceutical Management (DLBIHMPCM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- The Pharmaceutical Industry
- The Demand for Pharmaceuticals
- Pharmaceutical Prices
- The R&D Process
- The Biotechnology Industry
- Generics and Biosimilars

**Learning Outcomes**

**Pharmaceutical Management**

On successful completion, students will be able to

- classify the complex market for pharmaceuticals from an economic perspective.
- analyze the incentive structures of different stakeholders and understand the relevance for the respective areas of pharmaceutical management.
- interpret the role of R&D as the cornerstone of pharmaceutical management.
- understand pharmaceutical pricing strategies against the background of regulatory framework conditions.
- assess recent technological and market developments with regard to implications for pharmaceutical management.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Pharmaceutical Management

Course Code: DLBIHMPCM01

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

## Course Description

This course introduces the pharmaceutical industry as the leading industrial sector that contributes to healthcare in different important ways. The course analyzes the demand side and identifies the different parties involved in the consumption decision and their respective roles: physicians, patients, pharmacists, and third party payers. Aspects are highlighted that distinguish the pharmaceuticals market from other markets. The course describes the key importance of the complex R&D processes and associated challenges in decision-making around market access and pricing strategies. The complexities of regulation are also discussed. The course further highlights important developments and trends in the industry with implications for pharmaceutical management.

## Course Outcomes

On successful completion, students will be able to

- classify the complex market for pharmaceuticals from an economic perspective.
- analyze the incentive structures of different stakeholders and understand the relevance for the respective areas of pharmaceutical management.
- interpret the role of R&D as the cornerstone of pharmaceutical management.
- understand pharmaceutical pricing strategies against the background of regulatory framework conditions.
- assess recent technological and market developments with regard to implications for pharmaceutical management.

## Contents

1. The Pharmaceutical Industry
  - 1.1 A Global Perspective of the Pharmaceutical Industry
  - 1.2 Competition in the Pharmaceutical Industry
  - 1.3 Pharmaceutical R & D – an Overview
  - 1.4 Pharmaceuticals for Low- and Middle-Income Countries
  - 1.5 Pharmaceuticals for Rare Diseases

2. The Demand for Pharmaceuticals
  - 2.1 Determination of Demand
  - 2.2 The Changing Structure of Pharmaceutical Markets
  - 2.3 Prescription Drugs
  - 2.4 The OTC Market
  - 2.5 Vaccines
3. Pharmaceutical Prices
  - 3.1 Determination of Drug Prices
  - 3.2 The Cost Structure of Pharmaceutical Companies
  - 3.3 Pricing in the Global Context
  - 3.4 Price Regulation
4. The R&D Process
  - 4.1 Drug Discovery
  - 4.2 The Structure of Clinical Trials
  - 4.3 Patenting and Intellectual Property
  - 4.4 Regulatory Affairs
  - 4.5 Market Access and Pricing Strategy Implementation
5. The Biotechnology Industry
  - 5.1 Pharma vs. Biotech: Distinguishing Factors
  - 5.2 Biotechnology Business Models
  - 5.3 Intellectual Property Protection for Biotech Innovations
  - 5.4 Personalized Medicine and Digital Health
6. Generics and Biosimilars
  - 6.1 Brands, Generics, and “Branded Generics”
  - 6.2 Generic Markets and Prices
  - 6.3 The Emergence of Biosimilars

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

- Schoonveld, E. (2016): The price of global health: Drug pricing strategies to balance patient access and the funding of innovation. 2nd edition, Routledge, New York.
- Schweitzer, S./Lu, J. (2018): Pharmaceutical economics and policy: Perspectives, promises, and problems. 3rd edition, Oxford University Press, Oxford.
- Simon, F./Giovannetti, G. (2017): Managing biotechnology. 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> 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







# 5. Semester

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## Global Health

Module Code: DLBIHMGH

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	DLBIHMIHS01	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. (Global Health)

### Contributing Courses to Module

- Global Health (DLBIHMGH01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Concepts in Global Health
- Global Health Governance: Structures and Institutions
- International Trade and Health
- One Health (Animal Health, Climate, Nutrition, Sexual and Reproductive Health)
- Conflict and Health

**Learning Outcomes**

**Global Health**

On successful completion, students will be able to

- understand the social, economic, political, and cultural forces that shape health across the world.
- appreciate how social relationship, policies and political processes, as well as technological change shape the context of health and healthcare.
- discuss the appropriateness of current global health governance structures and institutions.
- identify opportunities and pitfalls with a view to international trade, health, and healthcare.
- think strategically with the awareness that global health is shaped by both the natural and the man-made environment.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

# Global Health

Course Code: DLBIHMGH01

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMIHS01

## Course Description

This course highlights the view that many health issues concern many countries at the same time and are affected by transnational determinants such as climate change. Improving health around the world requires multidisciplinary approaches. In this course, students of international healthcare management will engage with cross-border determinants of health and the development of strategies to address these determinants. The course will convey an understanding of the role of international trade and the economy with regard to health and healthcare. Ultimately, the course will discuss the interconnectedness of human health within the changing natural and the man-made environment.

## Course Outcomes

On successful completion, students will be able to

- understand the social, economic, political, and cultural forces that shape health across the world.
- appreciate how social relationship, policies and political processes, as well as technological change shape the context of health and healthcare.
- discuss the appropriateness of current global health governance structures and institutions.
- identify opportunities and pitfalls with a view to international trade, health, and healthcare.
- think strategically with the awareness that global health is shaped by both the natural and the man-made environment.

## Contents

1. Concepts in global health
  - 1.1 The evolution of global health
  - 1.2 Globalization, infectious diseases, and global health
  - 1.3 Noncommunicable diseases
  - 1.4 Epidemiological transitions
  - 1.5 Global burden of disease and measurement
2. The political economy of health and development
  - 2.1 The political economy of health
  - 2.2 The political economy of development
  - 2.3 Recent developments and global health approaches

3. Global health governance: structures and institutions
  - 3.1 Sustainable Development Goals and global health
  - 3.2 Global health partnerships and governance
  - 3.3 The World Health Organization
  - 3.4 Other stakeholders in global health
4. International trade and health
  - 4.1 The World Trade Organization, trade agreements and health
  - 4.2 Distributional impacts
  - 4.3 Trade and communicable diseases
  - 4.4 Trade in healthcare products and health services
5. One Health
  - 5.1 Human and animal health
  - 5.2 Climate change and health
  - 5.3 Global hunger, nutrition, and food security
  - 5.4 Gender and global sexual and reproductive health
  - 5.5 Urbanisation and health
6. Conflict and health
  - 6.1 Impact of Conflict on Maternal and Child Health
  - 6.2 Rebuilding Health Systems Post-Conflict

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

- Armstrong-Mensah, E. (2017): Global health: issues, challenges, and global action. Wiley, Hoboken NJ.
- Birn, A./Pillay, Y./Holtz, T. (2017): Textbook of global health. 4th edition. Oxford University Press, Oxford.
- Jacobsen, K. (2018): Introduction to global health. 3rd edition, Jones & Bartlett, Burlington MA.
- Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington 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> 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

DLBIHMGH01



## 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

## Seminar: Technology in Healthcare

Module Code: DLBIHMSTHC

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. (Seminar: Technology in Healthcare)

### Contributing Courses to Module

- Seminar: Technology in Healthcare (DLBIHMSTHC01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course familiarizes students with some of the latest technologies in healthcare that have started to shape the ways in which healthcare is provided. Students will be guided to critically assess medical technological progress while considering medical, ethical, economic, and legal perspectives.

<p><b>Learning Outcomes</b></p> <p><b>Seminar: Technology in Healthcare</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the development process of technological solutions for healthcare.</li> <li>▪ undertake an informed assessment of the drivers and barriers of the adoption of blockchain technology in healthcare organisations.</li> <li>▪ develop technological scenarios based on (future) patients' needs and requirements.</li> <li>▪ describe the technological enablers of precision medicine from genomics to big data analytics.</li> <li>▪ conceptualize contexts for machine learning with a view to decision making in healthcare.</li> <li>▪ envisage future AI-supported patient care.</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 Healthcare Management</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the field of Health Affairs</p>



## Seminar: Technology in Healthcare

Course Code: DLBIHMSTHC01

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

### Course Description

In this course, students take a look beyond current approaches to health care. They are confronted with the dynamics of the overall system resulting from medical-technological progress. In doing so, students also grapple with the question of how health technology assessment can be performed and how the integration of new technologies into medical care is organized within a health care system. The course offers students the space to engage with a broad range of new technologies ranging from advances in drug development, biotechnology and genomics to topics of digitalization in healthcare, such as blockchain technology in healthcare management and artificial intelligence in nursing. Students are led to a critical assessment of medical technological advances, taking into account medical, ethical, economic, and legal perspectives.

### Course Outcomes

On successful completion, students will be able to

- understand the development process of technological solutions for healthcare.
- undertake an informed assessment of the drivers and barriers of the adoption of blockchain technology in healthcare organisations.
- develop technological scenarios based on (future) patients' needs and requirements.
- describe the technological enablers of precision medicine from genomics to big data analytics.
- conceptualize contexts for machine learning with a view to decision making in healthcare.
- envisage future AI-supported patient care.

### Contents

- Towards precision medicine
  - Advances in biotechnology and genomics
  - Precision medicine initiatives and programmes
- The health systems perspective
- Big data and data analytics
- Electronic health records and clinical decision support systems
- Blockchain technology in health
- AI-supported patient care
- Telemedicine, health apps, wearables
- Health technology assessment and the absorption of innovation

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>

**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

DLBIHMSTHC01

## Quality Management in Healthcare

Module Code: DLGQMG\_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. (Quality Management in Healthcare)

### Contributing Courses to Module

- Quality Management in Healthcare (DLGQMG01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Healthcare System and Quality: Evolutions, Fundamentals and Demands
- Key Terms and Definitions of Quality
- Quality Management: Classification, Goals and Tasks
- Standards, Concepts and Models of Quality Management
- Certification, Accreditation and Audit
- Instruments and Components of Quality Management

<p><b>Learning Outcomes</b></p> <p><b>Quality Management in Healthcare</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ explain relevant terms, approaches, tasks, concepts and models of quality management in a general as well as in a sector-related context.</li> <li>▪ execute basic business evaluations of quality requirements, standards, concepts and models and judge their importance for successful ambulatory or stationary curative treatment, nursing care and rehabilitation.</li> <li>▪ name characteristics of quality and apply test procedures. Students will have gained insight into externally carried out accreditation and certification procedures and the corresponding internal documental duties.</li> <li>▪ comprehend measures and instruments of quality management and account for the scientific progress which is driving the development of a standardized and contemporary quality management.</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 Healthcare Management</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the field of Health Affairs</p>

# Quality Management in Healthcare

Course Code: DLGQMG01\_E

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

## Course Description

In this course, students gain an overview of the importance of quality in the provision of healthcare services, of legal requirements for quality management and of the role as well as the instruments of quality management in the management system. Students deal with different standards, concepts and models of quality management (DIN EN ISO, TQM, EFQM, KTQ and others). Treating different economic sectors, students link the requirements arising from the application of those basics with possible design tasks and challenges awaiting them in the ambulatory and stationary healthcare market.

## Course Outcomes

On successful completion, students will be able to

- explain relevant terms, approaches, tasks, concepts and models of quality management in a general as well as in a sector-related context.
- execute basic business evaluations of quality requirements, standards, concepts and models and judge their importance for successful ambulatory or stationary curative treatment, nursing care and rehabilitation.
- name characteristics of quality and apply test procedures. Students will have gained insight into externally carried out accreditation and certification procedures and the corresponding internal documental duties.
- comprehend measures and instruments of quality management and account for the scientific progress which is driving the development of a standardized and contemporary quality management.

## Contents

1. Healthcare Caught between Quality, Thinking in Terms of Costs and Regulations
  - 1.1 Overview regarding Developments in Medicine and Nursing Care as well as in Quality Management
  - 1.2 Quality Management and Quality Assurance: Legal Bases, Framework Conditions and Areas of Implementation
2. Key Terms and Attempts of Definition
  - 2.1 The Term Quality
  - 2.2 The Indicators of Quality

3. Quality Management: Classification, Goals and Tasks
  - 3.1 Classification and Goals
  - 3.2 Key Terms and respective Interdependencies
4. Quality Management Systems
  - 4.1 The Group of Standards DIN EN ISO 9000ff
  - 4.2 Total Quality Management
  - 4.3 EFQM Model
  - 4.4 Further Models
5. Certification and Accreditation from a Political and Legislative Perspective as well as from an Economic Perspective
  - 5.1 Certification
  - 5.2 Accreditation
  - 5.3 Differences and Common Grounds
  - 5.4 Audit
6. Instruments and Components of Quality Management
  - 6.1 Documentation
  - 6.2 Managing of Process Descriptions, Instructions and Further Documents
  - 6.3 Benchmarking
  - 6.4 Complaint Management



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

- Peiffer, S. E./Story, P. B./Duffy, G. L. (2019): The Impact of Human Factors on a Hospital-Based Quality Management System. *Journal for Quality & Participation*. Volume: 42, Issue: 1, Pages: 19-23. Supplement Article from 2016, Volume: 39, Issue: 3, Pages: 19-23.
- Blank, A. E./O'Mahony, S./Selwyn, A. (2007): Palliative Care and Quality Management: The Core Principles of Quality Improvement and their Utility in Designing Clinical Programs for End of Life Care and Complex Case Management Models. In: Blank, A. E./O'Mahony, S./Selwyn, A. (2007): *Choices in Palliative Care: Issues in Health Care Delivery*. Springer Science+Business Media, LLC. Pages: 198-210.
- Guskova, M. F./Sterlikov, F. F. (2017): Development of the principles of the quality management system which based on the economic theory of value. 2017 International Conference: "Quality Management, Transport and Information Security, Information Technologies" (IT&QM&IS). Pages: 422-424, DOI: 10.1109/ITMQIS.2017.8085851.
- Levett, J. M. (2005): Implementing an ISO 9001 Quality Management System in a Multispecialty Clinic. *The Physician Executive*, Volume: 31, Issue: 6, Pages: 46-51.
- Organization for Economic Co-operation and Development (2005): *Long-term Care for Older People*. OECD Publishing. Pages: 56-78.
- Davies, C./Lyons, C./Whyte, R. (2019): Optimizing nursing time in a day care unit: Quality improvement using Lean Six Sigma methodology. *International Journal for Quality in Health Care*, Volume: 31, Supplement: 1, Pages: 22-28, DOI: 10.1093/intqhc/mzz087.

**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

## Medical Technology Industry

Module Code: DLBIHMEMTI

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. (Diagnostic Systems in Medical Technology) / N.N. (Therapeutic systems in medical technology)

### Contributing Courses to Module

- Diagnostic Systems in Medical Technology (DLBMETDSM01\_E)
- Therapeutic systems in medical technology (DLBMETTSM01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

Diagnostic Systems in Medical Technology

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

Therapeutic systems in medical technology

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

### Weight of Module

see curriculum

**Module Contents**

**Diagnostic Systems in Medical Technology**

- Introduction to and Sterilization of Medical Devices
- Cardiovascular and Neurological Functional Diagnostics
- Vascular, Neurovascular and Pneumological Functional Diagnostics
- Biomedical Optics, Ophthalmic Measurement Technology and Audiometry
- Medical Imaging Systems 1
- Medical Imaging Systems 2

**Therapeutic systems in medical technology**

- Introduction, Biocompatibility and Functionality
- Technical Cardiovascular Systems
- Cardiac Support by Means of Electrical Impulses
- Therapy Systems Based on Electromagnetic Waves and Shockwaves
- Technical Systems in Neurorehabilitation, Ophthalmology, Otology and Stomatology
- Prosthetics

**Learning Outcomes****Diagnostic Systems in Medical Technology**

On successful completion, students will be able to

- name the application risks of invasive and non-invasive diagnostic systems and explain common sterilization procedures.
- explain the technical and physiological principles as well as the medical fields of application of systems of cardiovascular and neurological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of vascular, neurovascular and pneumological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of biophotonics, ophthalmic measurement technology and audiometry.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.

**Therapeutic systems in medical technology**

On successful completion, students will be able to

- explain essential aspects regarding biocompatibility and biofunctionality.
- explain the technical and physiological principles as well as the medical fields of application of technical cardiovascular systems.
- explain the technical and physiological principles as well as the medical fields of application of cardiac support systems based on electrical impulses.
- explain the technical and physiological principles as well as the medical fields of application of therapy systems based on electromagnetic waves and shockwaves.
- explain the technical and physiological principles as well as the medical fields of application of technical systems in neurorehabilitation, ophthalmology, otology and stomatology.
- explain the technical and bio-physiological principles as well as the medical areas of application of prosthetic systems and name their advantages and disadvantages.

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

This module is similar to other modules in the field of Health Science

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

## Diagnostic Systems in Medical Technology

Course Code: DLBMETDSM01\_E

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

### Course Description

Technical systems have been finding their way into medicine to an increasing extent for many years.. Most of the diagnostic and therapeutic progress achieved today has become possible only by development of corresponding medical technology systems and procedures - often using or adapting technical developments from a wide range of technological fields. With the ever faster pace of medical technology innovations, major changes in therapy and diagnostics in all specialist disciplines are becoming apparent. The high-quality health care system that exists in many countries is hardly conceivable without modern medical technology and the corresponding medical technology innovations. With the application of current technical solutions it is also apparent that the boundaries between diagnostics and therapy are increasingly dissipating , for example in interventional radiological or endoscopic procedures. This course reviews the major medical diagnostic devices , explains their technical operation, and provides examples of their medical applications. These include technical systems from the fields of cardiovascular, neurological, vascular, neurovascular and pneumological functional diagnostics as well as biomedical optics, ophthalmological measurement technology and audiometry. Furthermore, the course covers the essential imaging systems such as sonography, x-ray imaging, computed tomography, magnetic resonance imaging, nuclear medical imaging, and endoscopy.

### Course Outcomes

On successful completion, students will be able to

- name the application risks of invasive and non-invasive diagnostic systems and explain common sterilization procedures.
- explain the technical and physiological principles as well as the medical fields of application of systems of cardiovascular and neurological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of vascular, neurovascular and pneumological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of biophotonics, ophthalmic measurement technology and audiometry.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.

### Contents

1. Introduction to and Sterilization of Medical Devices

2. Cardiovascular and Neurological Functional Diagnostics
3. Vascular, Neurovascular and Pneumological Functional Diagnostics
4. Biomedical Optics, Ophthalmic Measurement Technology and Audiometry
5. Medical Imaging Systems 1
6. Medical Imaging Systems 2

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

- Baura, Gail D. (2021): Medical device technologies. A systems based overview using engineering standards. Second edition. London, United Kingdom: Academic Press, an imprint of Elsevier.
- Haidekker, Mark A. (2013): Medical Imaging Technology. New York, NY: Springer (SpringerBriefs in Physics).
- Kramme, Rüdiger; Hoffmann, Klaus-Peter; Pozos, Robert Steven (eds.) (2012): Springer Handbook of Medical Technology. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Taktak, Azzam F. G.; Ganney, Paul; Long, David; White, Paul (2013): Clinical Engineering. A Handbook for Clinical and Biomedical Engineers. Burlington: Elsevier Science.

**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



# Therapeutic systems in medical technology

Course Code: DLBMETTSM01\_E

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

## Course Description

Technical systems have been finding their way into medicine to an increasing extent for many years. Most of the diagnostic and therapeutic progress achieved today has become possible only by development of corresponding medical technology systems and procedures - often using or adapting technical developments from a wide range of technological fields. With the ever faster pace of medical technology innovations, major changes in therapy and diagnostics in all specialist disciplines are becoming apparent. The high-quality health care system that exists in many countries is hardly conceivable without modern medical technology and the corresponding medical technology innovations. With the application of current technical solutions it is also apparent that the boundaries between diagnostics and therapy are increasingly dissipating, for example in interventional radiological or endoscopic procedures. This course reviews the major medical technology devices used in therapeutics, explains their technical operation, and provides examples of their medical applications. These include technical cardiovascular systems, cardiac support systems such as pacemakers and defibrillators, therapy systems based on electromagnetic waves and shockwaves, technical systems in neurorehabilitation, ophthalmology, otology and stomatology, and selected subfields of prosthetics. Furthermore, the course also covers essential aspects of biocompatibility and biofunctionality.

## Course Outcomes

On successful completion, students will be able to

- explain essential aspects regarding biocompatibility and biofunctionality.
- explain the technical and physiological principles as well as the medical fields of application of technical cardiovascular systems.
- explain the technical and physiological principles as well as the medical fields of application of cardiac support systems based on electrical impulses.
- explain the technical and physiological principles as well as the medical fields of application of therapy systems based on electromagnetic waves and shockwaves.
- explain the technical and physiological principles as well as the medical fields of application of technical systems in neurorehabilitation, ophthalmology, otology and stomatology.
- explain the technical and bio-physiological principles as well as the medical areas of application of prosthetic systems and name their advantages and disadvantages.

## Contents

1. Introduction, Biocompatibility and Functionality

2. Technical Cardiovascular Systems
3. Cardiac Support by Means of Electrical Impulses
4. Therapy Systems Based on Electromagnetic Waves and Shockwaves
5. Technical Systems in Neurorehabilitation, Ophthalmology, Otology and Stomatology
6. Prosthetics

#### Literature

#### Compulsory Reading

#### Further Reading

- Baura, Gail D. (2021): Medical device technologies. A systems based overview using engineering standards. Second edition. London, United Kingdom: Academic Press, an imprint of Elsevier.
- Korpas, David (2013): Implantable cardiac devices technology. New York: Springer.
- Kramme, Rüdiger; Hoffmann, Klaus-Peter; Pozos, Robert Steven (eds.) (2012): Springer Handbook of Medical Technology. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Taktak, Azzam F. G.; Ganney, Paul; Long, David; White, Paul (2013): Clinical Engineering. A Handbook for Clinical and Biomedical Engineers. Burlington: Elsevier Science.

**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

DLBMETTSM01\_E

## Pharmaceutical Industry

Module Code: DLBIHMEPCI

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> <ul style="list-style-type: none"> <li>▪ none</li> <li>▪ DLBIHMEPCI01</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

Prof. Dr. Michael Thiede (Pharmaceutical Innovation) / Prof. Dr. Michael Thiede (Seminar: Pharmaceutical Innovation)

### Contributing Courses to Module

- Pharmaceutical Innovation (DLBIHMEPCI01)
- Seminar: Pharmaceutical Innovation (DLBIHMEPCI02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Pharmaceutical Innovation

- Study Format "Distance Learning": Oral Assignment

##### Seminar: Pharmaceutical Innovation

- Study Format "Distance Learning": Written Assessment: Research Essay

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Pharmaceutical Innovation</b></p> <ul style="list-style-type: none"> <li>▪ Fundamentals of pharmaceutical innovation</li> <li>▪ Stages of the drug development process</li> <li>▪ Identification of novel drug targets</li> <li>▪ Effectiveness and benefits of pharmaceutical innovation</li> <li>▪ Trends in pharmaceutical innovation</li> </ul> <p><b>Seminar: Pharmaceutical Innovation</b></p>	
<p><b>Learning Outcomes</b></p> <p><b>Pharmaceutical Innovation</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand how scientific ideas transform into therapeutic drugs.</li> <li>▪ analyze the impact of pharmaceutical innovations on the health of the population.</li> <li>▪ address challenges related to key stages of the drug discovery and development process and know about the importance of quality control on each stage.</li> <li>▪ deal with practical questions regarding the effectiveness and benefits of pharmaceutical innovation in a scientific manner.</li> <li>▪ assess the influence of various determinants such as market incentives on pharmaceutical innovations.</li> <li>▪ analyze why innovation projects fail or succeed.</li> </ul> <p><b>Seminar: Pharmaceutical Innovation</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ explain how digital tools have the potential to transform pharmaceutical innovation.</li> <li>▪ understand the potential of computer-based techniques for different stages of the drug discovery process.</li> <li>▪ analyze the impact of digital transformation in pharmaceutical innovation on the health of the population.</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 Healthcare Management</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Health Affairs field</p>

# Pharmaceutical Innovation

Course Code: DLBIHMEPCI01

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

## Course Description

The aim of the course "pharmaceutical innovation" is to qualify the students, by teaching the fundamentals of pharmaceutical innovation, to analyze the effectiveness and benefits of pharmaceutical innovations. Pharmaceutical innovation is the engine for medical progress. New drugs can improve the quality of life and save human lives. Drug innovation is a complex, dynamic and highly competitive process. The course addresses, among other things, the impact of regulations and market incentives on pharmaceutical innovation, the decisions required in the different stages of the drug development process as well as the importance of quality control in each step, the advantages and disadvantages of different methods commonly used to identify new drugs, different possibilities to evaluate pharmaceutical innovations as well as new trends, which have the potential to transform pharmaceutical innovation. The course thus illustrates the challenge to achieve an appropriate balance between the interests of different stakeholders in the area of pharmaceutical innovation.

## Course Outcomes

On successful completion, students will be able to

- understand how scientific ideas transform into therapeutic drugs.
- analyze the impact of pharmaceutical innovations on the health of the population.
- address challenges related to key stages of the drug discovery and development process and know about the importance of quality control on each stage.
- deal with practical questions regarding the effectiveness and benefits of pharmaceutical innovation in a scientific manner.
- assess the influence of various determinants such as market incentives on pharmaceutical innovations.
- analyze why innovation projects fail or succeed.

## Contents

1. Fundamentals of Pharmaceutical Innovation I
  - 1.1 What does Pharmaceutical Innovation mean?
  - 1.2 Types of Pharmaceutical Innovation
  - 1.3 Stakeholders of Pharmaceutical Innovations

2. Fundamentals of Pharmaceutical Innovation II
  - 2.1 Determinants of Pharmaceutical Innovation
  - 2.2 Pharmaceutical R&D and Prices
  - 2.3 The Orphan Drug Act and pharmaceutical innovation
3. Stages of the Drug Discovery and Development Process
  - 3.1 Drug Discovery
  - 3.2 Preclinical Research
  - 3.3 Clinical Development
  - 3.4 Review and Approval
  - 3.5 Post-market Surveillance
4. Principles of Early Drug Discovery
  - 4.1 Historical Approaches
  - 4.2 Methods of Drug Target Identification and Validation
  - 4.3 Hit to Lead Process
  - 4.4 Excuse: Drug Discovery from Natural Sources
5. Effectiveness and Benefits of Pharmaceutical Innovation
  - 5.1 Evaluation of Pharmaceutical Innovations
  - 5.2 Return from Pharmaceutical Innovation and Cost-Benefit Analysis
  - 5.3 Incentives and Disincentives to Pharmaceutical Innovation
  - 5.4 Impact of Pharmaceutical Innovations on the Health of the Population
  - 5.5 Ethical Aspects of Drug Pricing
6. Trends in Pharmaceutical Innovation
  - 6.1 Artificial Intelligence and Machine Learning Algorithms
  - 6.2 Precision Medicine
  - 6.3 Big Data and Analytics



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

- Mendoza, R. L. (2019). Incentives and disincentives to drug innovation: evidence from recent literature. In: *Journal of Medical Economics*, 22, 8, p. 713-721.
- Gassmann, O., Schuhmacher, A., von Zedtwitz, M., Reepmeyer, G. (2018): *Leading pharmaceutical Innovation. How to Win the Life Science Race. Third Edition*, Springer, Cham (Switzerland).
- Schweitzer, S. & Lu, Z.J. (2018). *Pharmaceutical Economics and Policy: Perspectives, Promises, and Problems. Third Edition*, Oxford University Press.

**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

## Seminar: Pharmaceutical Innovation

Course Code: DLBIHMEPCI02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMEPCI01

### Course Description

As part of the course "Pharmaceutical Innovation", students prepare a seminar paper on a specialized topic. In this way, the students demonstrate that they are able to work independently on a topic in the area of pharmaceutical Innovation and to present and explain the research results in a structured and evidence-based manner.

### Course Outcomes

On successful completion, students will be able to

- explain how digital tools have the potential to transform pharmaceutical innovation.
- understand the potential of computer-based techniques for different stages of the drug discovery process.
- analyze the impact of digital transformation in pharmaceutical innovation on the health of the population.

### Contents

- Potential of digital transformation for pharmaceutical innovation with the following key points:
  - The impact of digital tools on key phases of the drug discovery process
  - Potentials and risks of the digital transformation with regard to the innovation process
  - The potential of artificial intelligence on the success rate in pharmaceutical research
  - The potential of artificial intelligence in different parts of drug discovery (for example drug design, drug screening, drug repurposing)
  - Artificial intelligence-based nanorobots for drug delivery
  - Application of machine learning in pharmaceutical innovation, for example for drugs in precision medicine or identification of target molecules
  - The potential of Big Data in pharmaceutical innovation
  - The influence of digital transformation on innovation management

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

- Chan, H. C. S. et al. (2019). Advancing Drug Discovery via Artificial Intelligence. *Trends Pharmacol Sci*, 40, 8, p. 592-604.
- Hu, Y. et al. (2019). A Review of Recent Advances and Research on Drug Target Identification Methods. In: *Curr Drug Metab*, 20, 3, p. 209-216.
- Mak, K. K. & Pichika, M. R. (2019). Artificial intelligence in drug development: present status and future prospects. *Drug Discov Today*, 24, 3, p. 773-780.
- Paul, D. et al. (2021). Artificial intelligence in drug discovery and development. In: *Drug Discovery Today*, 26, 1, p. 80-93.
- Sellwood, M. A. et al. (2018). Artificial intelligence in drug discovery. *Future Med Chem*, 10, 17, p. 2025-2028.

**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

DLBIHMEPCI02

## Health Services Industry

Module Code: DLBIHMEHSI

<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. (Health Insurance Management) / N.N. (Healthcare Services)

### Contributing Courses to Module

- Health Insurance Management (DLBIHMEHSI01)
- Healthcare Services (DLBIHMEHSI02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Health Insurance Management

- Study Format "Distance Learning": Exam, 90 Minutes (50)

##### Healthcare Services

- Study Format "Distance Learning": Written Assessment: Case Study

### Weight of Module

see curriculum

**Module Contents****Health Insurance Management**

- Nature and organisation of health insurance
- Voluntary private health insurance
- Social health insurance (SHI)
- Benefit management in health insurance schemes
- Financial management in health insurance

**Healthcare Services**

- Strategic management in the health sector
- Hospitals and their functions
- Information management and controlling
- Other healthcare services

**Learning Outcomes****Health Insurance Management**

On successful completion, students will be able to

- describe the demand for health insurance from an insurance economics perspective.
- explain key phenomena of insurance markets, such as adverse selection and moral hazard.
- distinguish the essential functioning of private health insurance from social health insurance.
- deal with essential concepts of insurance management.
- understand how the discussion about alternative insurance models fits into the pursuit of higher-level health policy goals.
- describe the challenges of health insurance models in the light of demographic and epidemiological change.

**Healthcare Services**

On successful completion, students will be able to

- understand the importance of strategic management in healthcare organizations and identify key strategic entry points.
- distinguish the particular management tasks in hospitals and assign strategic approaches to each in a structured manner.
- demonstrate in which way information technology can serve to support management processes in healthcare organizations.
- identify the respective challenges of further healthcare services from the perspective of strategic management.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs



# Health Insurance Management

Course Code: DLBIHMEHSI01

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

## Course Description

Against the background of the special characteristics of health as a good and the multiple reasons for market failure in the health sector, health insurance has an important role to play. The functions that health insurance assumes from the societal and economic perspective are manifold. In the light of the target of universal health coverage within the United Nation's Sustainable Development Goals, health insurance is caught between efficiency and equity goals. This course addresses the nature of health insurance in the context of health systems. The essential elements are illustrated from the perspective of insurance economics, and different forms of health insurance in the context of health systems are discussed. The differences between private and public health insurance will be covered, as well as the distinction between voluntary and mandatory health insurance. The course emphasizes the management perspective.

## Course Outcomes

On successful completion, students will be able to

- describe the demand for health insurance from an insurance economics perspective.
- explain key phenomena of insurance markets, such as adverse selection and moral hazard.
- distinguish the essential functioning of private health insurance from social health insurance.
- deal with essential concepts of insurance management.
- understand how the discussion about alternative insurance models fits into the pursuit of higher-level health policy goals.
- describe the challenges of health insurance models in the light of demographic and epidemiological change.

## Contents

1. Nature and organisation of health insurance
  - 1.1 Concepts and definitions
  - 1.2 Market failure in health and health insurance
  - 1.3 Adverse selection
  - 1.4 Moral Hazard

2. Voluntary private health insurance
  - 2.1 Risk equivalence
  - 2.2 Community rating
  - 2.3 Supplemental private insurance
  - 2.4 Case studies
3. Social health insurance (SHI)
  - 3.1 Current trends and developments
  - 3.2 Achieving universal health coverage with SHI
  - 3.3 Case studies
4. Benefit management in health insurance schemes
  - 4.1 Types of benefits
  - 4.2 Designing benefit packages
  - 4.3 Exclusions
5. Financial management in health insurance
  - 5.1 Underwriting risk
  - 5.2 Calculation of health insurance premiums
  - 5.3 Risk equalisation
6. Other areas of management in health insurance
  - 6.1 Customer management in health insurance
  - 6.2 HR management in health insurance
  - 6.3 Information management and controlling

### Literature

### Compulsory Reading

### Further Reading

- Preker, A./Scheffler, R./Bassett, M. (eds.)(2007): Private voluntary health insurance in development. World Bank, Washington DC.
- Rice, T. (2021). Health insurance systems. Academic Press, Cambridge, MA.
- Savedoff, W./Gottret, P. (2012): Governing mandatory health insurance. World Bank, Washington DC.
- Thomson, S./Sagan, A./ Mossialos, E. (eds.)(2020): Private health insurance: history, politics and performance. Cambridge University Press, 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

## Healthcare Services

Course Code: DLBIHMEHSI02

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

### Course Description

The healthcare sector is subject to continuous dynamic change. This course therefore focuses on the principle of strategic management in healthcare organizations. The course highlights different management areas in a variety of healthcare organizations. First of all, the course focuses on the functions and areas of hospital management. The main areas of management are described and the role and tasks of managers in a hospital setting are analyzed. These are distinguished from those in medical practices and networks, while parallels are highlighted. The possibilities of supporting strategic management through information technology are emphasized throughout the course. Finally, the concept of strategic management is extended to other healthcare service areas. Case studies support the course contents.

### Course Outcomes

On successful completion, students will be able to

- understand the importance of strategic management in healthcare organizations and identify key strategic entry points.
- distinguish the particular management tasks in hospitals and assign strategic approaches to each in a structured manner.
- demonstrate in which way information technology can serve to support management processes in healthcare organizations.
- identify the respective challenges of further healthcare services from the perspective of strategic management.

### Contents

1. Strategic management in the health sector
  - 1.1 The foundations of strategic management
  - 1.2 Strategic management versus health policy
2. Hospitals and their functions
  - 2.1 Patient care
  - 2.2 Research and teaching
  - 2.3 Coordination of care activities
  - 2.4 Social tasks

3. Structural framework of hospital management
  - 3.1 Service management in hospitals
  - 3.2 Financial management in hospitals
  - 3.3 Customer management in hospitals
  - 3.4 HR management in hospitals
4. Information management and controlling
  - 4.1 Hospital management information systems
  - 4.2 Internal analysis and competitive advantage
5. Medical practices and networks
  - 5.1 Organization of outpatient care - a comparison of models
  - 5.2 Benefit management for outpatient care
  - 5.3 Financial management in outpatient care
  - 5.4 Customer management in outpatient care
  - 5.5 HR management in outpatient care
6. Other healthcare services
  - 6.1 Pharmacies
  - 6.2 Laboratories
  - 6.3 Selected case studies

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

- Burns, L./Bradley, E./Weiner, B. (2020): Shortell and Kaluzny's Health Care Management: Organization Design and Behavior. 7th edition, Cengage, Boston MA, Chapters 3-9.
- Ginter, P./Duncan, J./Swayne, L. (2018): Strategic management of health care organizations. 8th edition. Wiley, Hoboken NJ.
- Graban, M. (2016): Lean hospitals: Improving quality, patient safety, and employee engagement. 3rd edition, CRC Press, Boca Raton FL.

**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: 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 type="checkbox"/> Live Tutorium/Course Feed







# 6. Semester

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## Medical Technology Industry

Module Code: DLBIHMEMTI

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. (Diagnostic Systems in Medical Technology) / N.N. (Therapeutic systems in medical technology)

### Contributing Courses to Module

- Diagnostic Systems in Medical Technology (DLBMETDSM01\_E)
- Therapeutic systems in medical technology (DLBMETTSM01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

Diagnostic Systems in Medical Technology

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

Therapeutic systems in medical technology

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

### Weight of Module

see curriculum

### **Module Contents**

#### **Diagnostic Systems in Medical Technology**

- Introduction to and Sterilization of Medical Devices
- Cardiovascular and Neurological Functional Diagnostics
- Vascular, Neurovascular and Pneumological Functional Diagnostics
- Biomedical Optics, Ophthalmic Measurement Technology and Audiometry
- Medical Imaging Systems 1
- Medical Imaging Systems 2

#### **Therapeutic systems in medical technology**

- Introduction, Biocompatibility and Functionality
- Technical Cardiovascular Systems
- Cardiac Support by Means of Electrical Impulses
- Therapy Systems Based on Electromagnetic Waves and Shockwaves
- Technical Systems in Neurorehabilitation, Ophthalmology, Otology and Stomatology
- Prosthetics

**Learning Outcomes****Diagnostic Systems in Medical Technology**

On successful completion, students will be able to

- name the application risks of invasive and non-invasive diagnostic systems and explain common sterilization procedures.
- explain the technical and physiological principles as well as the medical fields of application of systems of cardiovascular and neurological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of vascular, neurovascular and pneumological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of biophotonics, ophthalmic measurement technology and audiometry.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.

**Therapeutic systems in medical technology**

On successful completion, students will be able to

- explain essential aspects regarding biocompatibility and biofunctionality.
- explain the technical and physiological principles as well as the medical fields of application of technical cardiovascular systems.
- explain the technical and physiological principles as well as the medical fields of application of cardiac support systems based on electrical impulses.
- explain the technical and physiological principles as well as the medical fields of application of therapy systems based on electromagnetic waves and shockwaves.
- explain the technical and physiological principles as well as the medical fields of application of technical systems in neurorehabilitation, ophthalmology, otology and stomatology.
- explain the technical and bio-physiological principles as well as the medical areas of application of prosthetic systems and name their advantages and disadvantages.

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

This module is similar to other modules in the field of Health Science

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs

## Diagnostic Systems in Medical Technology

Course Code: DLBMETDSM01\_E

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

### Course Description

Technical systems have been finding their way into medicine to an increasing extent for many years.. Most of the diagnostic and therapeutic progress achieved today has become possible only by development of corresponding medical technology systems and procedures - often using or adapting technical developments from a wide range of technological fields. With the ever faster pace of medical technology innovations, major changes in therapy and diagnostics in all specialist disciplines are becoming apparent. The high-quality health care system that exists in many countries is hardly conceivable without modern medical technology and the corresponding medical technology innovations. With the application of current technical solutions it is also apparent that the boundaries between diagnostics and therapy are increasingly dissipating , for example in interventional radiological or endoscopic procedures. This course reviews the major medical diagnostic devices , explains their technical operation, and provides examples of their medical applications. These include technical systems from the fields of cardiovascular, neurological, vascular, neurovascular and pneumological functional diagnostics as well as biomedical optics, ophthalmological measurement technology and audiometry. Furthermore, the course covers the essential imaging systems such as sonography, x-ray imaging, computed tomography, magnetic resonance imaging, nuclear medical imaging, and endoscopy.

### Course Outcomes

On successful completion, students will be able to

- name the application risks of invasive and non-invasive diagnostic systems and explain common sterilization procedures.
- explain the technical and physiological principles as well as the medical fields of application of systems of cardiovascular and neurological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of vascular, neurovascular and pneumological functional diagnostics.
- explain the technical and physiological principles as well as the medical fields of application of systems of biophotonics, ophthalmic measurement technology and audiometry.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.
- explain the technical principles of medical imaging systems, specify their advantages and disadvantages, and indicate medical applications.

### Contents

1. Introduction to and Sterilization of Medical Devices

2. Cardiovascular and Neurological Functional Diagnostics
3. Vascular, Neurovascular and Pneumological Functional Diagnostics
4. Biomedical Optics, Ophthalmic Measurement Technology and Audiometry
5. Medical Imaging Systems 1
6. Medical Imaging Systems 2

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

- Baura, Gail D. (2021): Medical device technologies. A systems based overview using engineering standards. Second edition. London, United Kingdom: Academic Press, an imprint of Elsevier.
- Haidekker, Mark A. (2013): Medical Imaging Technology. New York, NY: Springer (SpringerBriefs in Physics).
- Kramme, Rüdiger; Hoffmann, Klaus-Peter; Pozos, Robert Steven (eds.) (2012): Springer Handbook of Medical Technology. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Taktak, Azzam F. G.; Ganney, Paul; Long, David; White, Paul (2013): Clinical Engineering. A Handbook for Clinical and Biomedical Engineers. Burlington: Elsevier Science.

**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



# Therapeutic systems in medical technology

Course Code: DLBMETTSM01\_E

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

## Course Description

Technical systems have been finding their way into medicine to an increasing extent for many years. Most of the diagnostic and therapeutic progress achieved today has become possible only by development of corresponding medical technology systems and procedures - often using or adapting technical developments from a wide range of technological fields. With the ever faster pace of medical technology innovations, major changes in therapy and diagnostics in all specialist disciplines are becoming apparent. The high-quality health care system that exists in many countries is hardly conceivable without modern medical technology and the corresponding medical technology innovations. With the application of current technical solutions it is also apparent that the boundaries between diagnostics and therapy are increasingly dissipating, for example in interventional radiological or endoscopic procedures. This course reviews the major medical technology devices used in therapeutics, explains their technical operation, and provides examples of their medical applications. These include technical cardiovascular systems, cardiac support systems such as pacemakers and defibrillators, therapy systems based on electromagnetic waves and shockwaves, technical systems in neurorehabilitation, ophthalmology, otology and stomatology, and selected subfields of prosthetics. Furthermore, the course also covers essential aspects of biocompatibility and biofunctionality.

## Course Outcomes

On successful completion, students will be able to

- explain essential aspects regarding biocompatibility and biofunctionality.
- explain the technical and physiological principles as well as the medical fields of application of technical cardiovascular systems.
- explain the technical and physiological principles as well as the medical fields of application of cardiac support systems based on electrical impulses.
- explain the technical and physiological principles as well as the medical fields of application of therapy systems based on electromagnetic waves and shockwaves.
- explain the technical and physiological principles as well as the medical fields of application of technical systems in neurorehabilitation, ophthalmology, otology and stomatology.
- explain the technical and bio-physiological principles as well as the medical areas of application of prosthetic systems and name their advantages and disadvantages.

## Contents

1. Introduction, Biocompatibility and Functionality

2. Technical Cardiovascular Systems
3. Cardiac Support by Means of Electrical Impulses
4. Therapy Systems Based on Electromagnetic Waves and Shockwaves
5. Technical Systems in Neurorehabilitation, Ophthalmology, Otology and Stomatology
6. Prosthetics

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

- Baura, Gail D. (2021): Medical device technologies. A systems based overview using engineering standards. Second edition. London, United Kingdom: Academic Press, an imprint of Elsevier.
- Korpas, David (2013): Implantable cardiac devices technology. New York: Springer.
- Kramme, Rüdiger; Hoffmann, Klaus-Peter; Pozos, Robert Steven (eds.) (2012): Springer Handbook of Medical Technology. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Taktak, Azzam F. G.; Ganney, Paul; Long, David; White, Paul (2013): Clinical Engineering. A Handbook for Clinical and Biomedical Engineers. Burlington: Elsevier Science.

**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

DLBMETTSM01\_E

## Pharmaceutical Industry

Module Code: DLBIHMEPCI

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> <ul style="list-style-type: none"> <li>▪ none</li> <li>▪ DLBIHMEPCI01</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

Prof. Dr. Michael Thiede (Pharmaceutical Innovation) / Prof. Dr. Michael Thiede (Seminar: Pharmaceutical Innovation)

### Contributing Courses to Module

- Pharmaceutical Innovation (DLBIHMEPCI01)
- Seminar: Pharmaceutical Innovation (DLBIHMEPCI02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Pharmaceutical Innovation

- Study Format "Distance Learning": Oral Assignment

##### Seminar: Pharmaceutical Innovation

- Study Format "Distance Learning": Written Assessment: Research Essay

### Weight of Module

see curriculum

**Module Contents****Pharmaceutical Innovation**

- Fundamentals of pharmaceutical innovation
- Stages of the drug development process
- Identification of novel drug targets
- Effectiveness and benefits of pharmaceutical innovation
- Trends in pharmaceutical innovation

**Seminar: Pharmaceutical Innovation****Learning Outcomes****Pharmaceutical Innovation**

On successful completion, students will be able to

- understand how scientific ideas transform into therapeutic drugs.
- analyze the impact of pharmaceutical innovations on the health of the population.
- address challenges related to key stages of the drug discovery and development process and know about the importance of quality control on each stage.
- deal with practical questions regarding the effectiveness and benefits of pharmaceutical innovation in a scientific manner.
- assess the influence of various determinants such as market incentives on pharmaceutical innovations.
- analyze why innovation projects fail or succeed.

**Seminar: Pharmaceutical Innovation**

On successful completion, students will be able to

- explain how digital tools have the potential to transform pharmaceutical innovation.
- understand the potential of computer-based techniques for different stages of the drug discovery process.
- analyze the impact of digital transformation in pharmaceutical innovation on the health of the population.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Health Affairs field

# Pharmaceutical Innovation

Course Code: DLBIHMEPCI01

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

## Course Description

The aim of the course "pharmaceutical innovation" is to qualify the students, by teaching the fundamentals of pharmaceutical innovation, to analyze the effectiveness and benefits of pharmaceutical innovations. Pharmaceutical innovation is the engine for medical progress. New drugs can improve the quality of life and save human lives. Drug innovation is a complex, dynamic and highly competitive process. The course addresses, among other things, the impact of regulations and market incentives on pharmaceutical innovation, the decisions required in the different stages of the drug development process as well as the importance of quality control in each step, the advantages and disadvantages of different methods commonly used to identify new drugs, different possibilities to evaluate pharmaceutical innovations as well as new trends, which have the potential to transform pharmaceutical innovation. The course thus illustrates the challenge to achieve an appropriate balance between the interests of different stakeholders in the area of pharmaceutical innovation.

## Course Outcomes

On successful completion, students will be able to

- understand how scientific ideas transform into therapeutic drugs.
- analyze the impact of pharmaceutical innovations on the health of the population.
- address challenges related to key stages of the drug discovery and development process and know about the importance of quality control on each stage.
- deal with practical questions regarding the effectiveness and benefits of pharmaceutical innovation in a scientific manner.
- assess the influence of various determinants such as market incentives on pharmaceutical innovations.
- analyze why innovation projects fail or succeed.

## Contents

1. Fundamentals of Pharmaceutical Innovation I
  - 1.1 What does Pharmaceutical Innovation mean?
  - 1.2 Types of Pharmaceutical Innovation
  - 1.3 Stakeholders of Pharmaceutical Innovations

2. Fundamentals of Pharmaceutical Innovation II
  - 2.1 Determinants of Pharmaceutical Innovation
  - 2.2 Pharmaceutical R&D and Prices
  - 2.3 The Orphan Drug Act and pharmaceutical innovation
3. Stages of the Drug Discovery and Development Process
  - 3.1 Drug Discovery
  - 3.2 Preclinical Research
  - 3.3 Clinical Development
  - 3.4 Review and Approval
  - 3.5 Post-market Surveillance
4. Principles of Early Drug Discovery
  - 4.1 Historical Approaches
  - 4.2 Methods of Drug Target Identification and Validation
  - 4.3 Hit to Lead Process
  - 4.4 Excuse: Drug Discovery from Natural Sources
5. Effectiveness and Benefits of Pharmaceutical Innovation
  - 5.1 Evaluation of Pharmaceutical Innovations
  - 5.2 Return from Pharmaceutical Innovation and Cost-Benefit Analysis
  - 5.3 Incentives and Disincentives to Pharmaceutical Innovation
  - 5.4 Impact of Pharmaceutical Innovations on the Health of the Population
  - 5.5 Ethical Aspects of Drug Pricing
6. Trends in Pharmaceutical Innovation
  - 6.1 Artificial Intelligence and Machine Learning Algorithms
  - 6.2 Precision Medicine
  - 6.3 Big Data and Analytics



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

- Mendoza, R. L. (2019). Incentives and disincentives to drug innovation: evidence from recent literature. In: *Journal of Medical Economics*, 22, 8, p. 713-721.
- Gassmann, O., Schuhmacher, A., von Zedtwitz, M., Reepmeyer, G. (2018): *Leading pharmaceutical Innovation. How to Win the Life Science Race. Third Edition*, Springer, Cham (Switzerland).
- Schweitzer, S. & Lu, Z.J. (2018). *Pharmaceutical Economics and Policy: Perspectives, Promises, and Problems. Third Edition*, Oxford University Press.

**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

## Seminar: Pharmaceutical Innovation

Course Code: DLBIHMEPCI02

Study Level	Language of Instruction	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMEPCI01

### Course Description

As part of the course "Pharmaceutical Innovation", students prepare a seminar paper on a specialized topic. In this way, the students demonstrate that they are able to work independently on a topic in the area of pharmaceutical Innovation and to present and explain the research results in a structured and evidence-based manner.

### Course Outcomes

On successful completion, students will be able to

- explain how digital tools have the potential to transform pharmaceutical innovation.
- understand the potential of computer-based techniques for different stages of the drug discovery process.
- analyze the impact of digital transformation in pharmaceutical innovation on the health of the population.

### Contents

- Potential of digital transformation for pharmaceutical innovation with the following key points:
  - The impact of digital tools on key phases of the drug discovery process
  - Potentials and risks of the digital transformation with regard to the innovation process
  - The potential of artificial intelligence on the success rate in pharmaceutical research
  - The potential of artificial intelligence in different parts of drug discovery (for example drug design, drug screening, drug repurposing)
  - Artificial intelligence-based nanorobots for drug delivery
  - Application of machine learning in pharmaceutical innovation, for example for drugs in precision medicine or identification of target molecules
  - The potential of Big Data in pharmaceutical innovation
  - The influence of digital transformation on innovation management

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

- Chan, H. C. S. et al. (2019). Advancing Drug Discovery via Artificial Intelligence. *Trends Pharmacol Sci*, 40, 8, p. 592-604.
- Hu, Y. et al. (2019). A Review of Recent Advances and Research on Drug Target Identification Methods. In: *Curr Drug Metab*, 20, 3, p. 209-216.
- Mak, K. K. & Pichika, M. R. (2019). Artificial intelligence in drug development: present status and future prospects. *Drug Discov Today*, 24, 3, p. 773-780.
- Paul, D. et al. (2021). Artificial intelligence in drug discovery and development. In: *Drug Discovery Today*, 26, 1, p. 80-93.
- Sellwood, M. A. et al. (2018). Artificial intelligence in drug discovery. *Future Med Chem*, 10, 17, p. 2025-2028.

**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

DLBIHMEPCI02

## Health Services Industry

Module Code: DLBIHMEHSI

<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. (Health Insurance Management) / N.N. (Healthcare Services)

### Contributing Courses to Module

- Health Insurance Management (DLBIHMEHSI01)
- Healthcare Services (DLBIHMEHSI02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Health Insurance Management

- Study Format "Distance Learning": Exam, 90 Minutes (50)

##### Healthcare Services

- Study Format "Distance Learning": Written Assessment: Case Study

### Weight of Module

see curriculum

**Module Contents****Health Insurance Management**

- Nature and organisation of health insurance
- Voluntary private health insurance
- Social health insurance (SHI)
- Benefit management in health insurance schemes
- Financial management in health insurance

**Healthcare Services**

- Strategic management in the health sector
- Hospitals and their functions
- Information management and controlling
- Other healthcare services

**Learning Outcomes****Health Insurance Management**

On successful completion, students will be able to

- describe the demand for health insurance from an insurance economics perspective.
- explain key phenomena of insurance markets, such as adverse selection and moral hazard.
- distinguish the essential functioning of private health insurance from social health insurance.
- deal with essential concepts of insurance management.
- understand how the discussion about alternative insurance models fits into the pursuit of higher-level health policy goals.
- describe the challenges of health insurance models in the light of demographic and epidemiological change.

**Healthcare Services**

On successful completion, students will be able to

- understand the importance of strategic management in healthcare organizations and identify key strategic entry points.
- distinguish the particular management tasks in hospitals and assign strategic approaches to each in a structured manner.
- demonstrate in which way information technology can serve to support management processes in healthcare organizations.
- identify the respective challenges of further healthcare services from the perspective of strategic management.

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

This module is similar to other modules in the field of Healthcare Management

**Links to other Study Programs of IUBH**

All Bachelor Programs in the field of Health Affairs



# Health Insurance Management

Course Code: DLBIHMEHSI01

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

## Course Description

Against the background of the special characteristics of health as a good and the multiple reasons for market failure in the health sector, health insurance has an important role to play. The functions that health insurance assumes from the societal and economic perspective are manifold. In the light of the target of universal health coverage within the United Nation's Sustainable Development Goals, health insurance is caught between efficiency and equity goals. This course addresses the nature of health insurance in the context of health systems. The essential elements are illustrated from the perspective of insurance economics, and different forms of health insurance in the context of health systems are discussed. The differences between private and public health insurance will be covered, as well as the distinction between voluntary and mandatory health insurance. The course emphasizes the management perspective.

## Course Outcomes

On successful completion, students will be able to

- describe the demand for health insurance from an insurance economics perspective.
- explain key phenomena of insurance markets, such as adverse selection and moral hazard.
- distinguish the essential functioning of private health insurance from social health insurance.
- deal with essential concepts of insurance management.
- understand how the discussion about alternative insurance models fits into the pursuit of higher-level health policy goals.
- describe the challenges of health insurance models in the light of demographic and epidemiological change.

## Contents

1. Nature and organisation of health insurance
  - 1.1 Concepts and definitions
  - 1.2 Market failure in health and health insurance
  - 1.3 Adverse selection
  - 1.4 Moral Hazard

2. Voluntary private health insurance
  - 2.1 Risk equivalence
  - 2.2 Community rating
  - 2.3 Supplemental private insurance
  - 2.4 Case studies
3. Social health insurance (SHI)
  - 3.1 Current trends and developments
  - 3.2 Achieving universal health coverage with SHI
  - 3.3 Case studies
4. Benefit management in health insurance schemes
  - 4.1 Types of benefits
  - 4.2 Designing benefit packages
  - 4.3 Exclusions
5. Financial management in health insurance
  - 5.1 Underwriting risk
  - 5.2 Calculation of health insurance premiums
  - 5.3 Risk equalisation
6. Other areas of management in health insurance
  - 6.1 Customer management in health insurance
  - 6.2 HR management in health insurance
  - 6.3 Information management and controlling

### Literature

### Compulsory Reading

### Further Reading

- Preker, A./Scheffler, R./Bassett, M. (eds.)(2007): Private voluntary health insurance in development. World Bank, Washington DC.
- Rice, T. (2021). Health insurance systems. Academic Press, Cambridge, MA.
- Savedoff, W./Gottret, P. (2012): Governing mandatory health insurance. World Bank, Washington DC.
- Thomson, S./Sagan, A./ Mossialos, E. (eds.)(2020): Private health insurance: history, politics and performance. Cambridge University Press, 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

## Healthcare Services

Course Code: DLBIHMEHSI02

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

### Course Description

The healthcare sector is subject to continuous dynamic change. This course therefore focuses on the principle of strategic management in healthcare organizations. The course highlights different management areas in a variety of healthcare organizations. First of all, the course focuses on the functions and areas of hospital management. The main areas of management are described and the role and tasks of managers in a hospital setting are analyzed. These are distinguished from those in medical practices and networks, while parallels are highlighted. The possibilities of supporting strategic management through information technology are emphasized throughout the course. Finally, the concept of strategic management is extended to other healthcare service areas. Case studies support the course contents.

### Course Outcomes

On successful completion, students will be able to

- understand the importance of strategic management in healthcare organizations and identify key strategic entry points.
- distinguish the particular management tasks in hospitals and assign strategic approaches to each in a structured manner.
- demonstrate in which way information technology can serve to support management processes in healthcare organizations.
- identify the respective challenges of further healthcare services from the perspective of strategic management.

### Contents

1. Strategic management in the health sector
  - 1.1 The foundations of strategic management
  - 1.2 Strategic management versus health policy
2. Hospitals and their functions
  - 2.1 Patient care
  - 2.2 Research and teaching
  - 2.3 Coordination of care activities
  - 2.4 Social tasks

3. Structural framework of hospital management
  - 3.1 Service management in hospitals
  - 3.2 Financial management in hospitals
  - 3.3 Customer management in hospitals
  - 3.4 HR management in hospitals
4. Information management and controlling
  - 4.1 Hospital management information systems
  - 4.2 Internal analysis and competitive advantage
5. Medical practices and networks
  - 5.1 Organization of outpatient care - a comparison of models
  - 5.2 Benefit management for outpatient care
  - 5.3 Financial management in outpatient care
  - 5.4 Customer management in outpatient care
  - 5.5 HR management in outpatient care
6. Other healthcare services
  - 6.1 Pharmacies
  - 6.2 Laboratories
  - 6.3 Selected case studies

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

- Burns, L./Bradley, E./Weiner, B. (2020): Shortell and Kaluzny's Health Care Management: Organization Design and Behavior. 7th edition, Cengage, Boston MA, Chapters 3-9.
- Ginter, P./Duncan, J./Swayne, L. (2018): Strategic management of health care organizations. 8th edition. Wiley, Hoboken NJ.
- Graban, M. (2016): Lean hospitals: Improving quality, patient safety, and employee engagement. 3rd edition, CRC Press, Boca Raton FL.

**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: 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 type="checkbox"/> Live Tutorium/Course Feed

## Accounting, Financing and Investment

Module Code: DLBIHMEAFI

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. Mirko Bendig (Accounting and Balancing) / Prof. Dr. Muhammad Ashfaq (Corporate Finance and Investment)

### Contributing Courses to Module

- Accounting and Balancing (DLBEPEAB01)
- Corporate Finance and Investment (DLBCFIE01)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Accounting and Balancing

- Study Format "Distance Learning": Exam, 90 Minutes (100)

##### Corporate Finance and Investment

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

### Weight of Module

see curriculum

### **Module Contents**

#### **Accounting and Balancing**

- 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

#### **Corporate Finance and Investment**

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



**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.

**Corporate Finance and Investment**

On successful completion, students will be able to

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

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Business & Management fields

# 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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b> <ul style="list-style-type: none"><li>▪ Harrison, Walter T., et al. (2017): Financial Accounting. Global Edition, Pearson Education Limited. ProQuest Ebook Central. <a href="https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5186889">https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5186889</a>.</li><li>▪ Van, Horne, J., et al. (2008): Fundamentals of Financial Management. Pearson Education, Limited. ProQuest Ebook Central. <a href="https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5833605">https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5833605</a>.</li><li>▪ Stittle, John, and Robert T Wearing (2008): Financial Accounting. SAGE Publications. ProQuest Ebook Central. <a href="https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=420915">https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=420915</a>.</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

# Corporate Finance and Investment

Course Code: DLBCFIE01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

**Contents**

1. Introduction to Corporate Finance
  - 1.1 The Targets and Scope of Corporate Finance
  - 1.2 The Role of a Financial Manager
  - 1.3 The Financial Market Environment
2. Ownership and Corporate Governance
  - 2.1 Legal Types of Firms
  - 2.2 Agency Relations and Agency Problems in Corporations
  - 2.3 Institutional Investors, Incentives, and Market Control Mechanisms
3. Understanding Financial Statements and Key Performance Indicators
  - 3.1 Balance Sheets
  - 3.2 Income Statements
  - 3.3 Cash Flow Statements
  - 3.4 Measuring Performance: Key Performance Indicators
4. Basic Concepts of Financial Theory
  - 4.1 Time Value of Money and Cash Flow Streams
  - 4.2 Interest Rates: Determinants and Quotes
  - 4.3 Estimating the Cost of Capital
5. Types of Capital and Financing
  - 5.1 Equity Capital
  - 5.2 Debt Financing
  - 5.3 Leasing
  - 5.4 Financial Leverage and Capital Structure
6. Short-Term Financing Decisions
  - 6.1 Cash Budgets and Short-Term Financial Plans
  - 6.2 Treasury and Cash Management
  - 6.3 Working Capital Management
7. Capital Budgeting and Decision-Making Methods in Investment
  - 7.1 Capital Budgeting and Investments
  - 7.2 Incorporating Risk in Capital Budgeting Decisions
  - 7.3 Investment Rules and Decision-Making Methods

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

- Berk, J., & DeMarzo, P. (2017). Corporate finance (4th ed.). Upper Saddle River, NJ: Pearson.
- Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of corporate finance (13th ed.). New York, NY: McGraw-Hill.
- Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2019). Corporate finance (12th ed.). New York, NY: McGraw-Hill.
- Zutter, C. J., & Smart, S. B. (2019). Principles of managerial finance (15th ed.). Upper Saddle River, NJ: Pearson.
- Moles, P., Parrino, R., & Kidwell, D. S. (2011). Corporate finance. Chichester: John Wiley & Sons.
- Baker, H. K., & English, P. (2011). Capital budgeting valuation: Financial analysis for today's investment projects. Chichester: John Wiley & Sons.



**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

DLBCFIE01

## Applied Sales

Module Code: DLBDSEAS

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

### Contributing Courses to Module

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

### Module Exam Type

#### Module Exam

#### Split Exam

##### Applied Sales I

- Study Format "Distance Learning": Exam

##### Applied Sales II

- Study Format "Distance Learning": Exam

### Weight of Module

see curriculum

### **Module Contents**

#### **Applied Sales I**

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

#### **Applied Sales II**

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

## Learning Outcomes

### Applied Sales I

On successful completion, students will be able to

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

### Applied Sales II

On successful completion, students will be able to

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

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

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

## 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

DLBDSEAS02

## Business Intelligence

Module Code: DLBCSEBI

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

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

### Module Coordinator

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

### Contributing Courses to Module

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

### Module Exam Type

#### Module Exam

#### Split Exam

##### Business Intelligence

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

##### Project: Business Intelligence

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

### Weight of Module

see curriculum

**Module Contents****Business Intelligence**

- Basics of mobile software development
- Android system architecture
- Development environment
- Core components of an Android app
- Interaction between application components
- Advanced techniques

**Project: Business Intelligence**

Conception, implementation, and documentation of small, mobile applications on the basis of a concrete task.

**Learning Outcomes****Business Intelligence**

On successful completion, students will be able to

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

**Project: Business Intelligence**

On successful completion, students will be able to

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

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

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



# Business Intelligence

Course Code: DLBCSEBI01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

4. Modelling of Multidimensional Data Spaces
  - 4.1 Data Modeling
  - 4.2 OLAP Cubes
  - 4.3 Physical Storage
  - 4.4 Star and Snowflake Scheme
  - 4.5 Historicization
5. Analysis Systems
  - 5.1 Free Data Research and OLAP
  - 5.2 Reporting Systems
  - 5.3 Model-Based Analysis Systems
  - 5.4 Concept-Oriented Systems
6. Distribution and Access
  - 6.1 Information Distribution
  - 6.2 Information Access

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

- Bachmann, R./Kemper, G. (2011): Raus aus der BI-Falle. Wie Business Intelligence zum Erfolg wird. 2. Auflage, mitp, Heidelberg.
- Bauer, A./Günzel, H. (2008): Data Warehouse Systeme. Architektur, Entwicklung, Anwendung. 3. Auflage, dpunkt.verlag, Heidelberg.
- Betz, R. (2015): Werde Jäger des verlorenen Schatzes. In: Immobilienwirtschaft, Heft 5, S. 1614–1164. (URL <https://www.haufe.de/download/immobilienwirtschaft-ausgabe-052015-immobilienwirtschaft-fachmagazin-fuer-management-recht-praxis-303530.pdf> [letzter Zugriff: 27.02.2017]).
- Bodendorf, F. (2006): Daten- und Wissensmanagement. 2. Auflage, Springer, Berlin.
- Chamoni, P./Gluchowski, P. (Hrsg.) (2006): Analytische Informationssysteme Business Intelligence-Technologien und -Anwendungen. Springer, Berlin.
- Engels, C. (2008): Basiswissen Business Intelligence. W3L, Herdecke/Witten.
- Gansor, T./Totok, A./Stock, S. (2010): Von der Strategie zum Business Intelligence Competency Center (BICC). Konzeption – Betrieb – Praxis. Hanser, München.
- Gluchowski, P./Gabriel, R./Dittmar, C. (2008): Management Support Systeme und Business Intelligence. Computergestützte Informationssysteme für Fach- und Führungskräfte. 2. Auflage, Springer, Berlin/Heidelberg.
- Grothe, M. (2000): Business Intelligence. Aus Informationen Wettbewerbsvorteile gewinnen. Addison-Wesley, München.
- Gutenberg, E. (1983): Grundlagen der Betriebswirtschaft, Band 1. Die Produktion. 18. Auflage, Springer, Berlin/Heidelberg/New York.
- Hannig, U. (Hrsg.) (2002): Knowledge Management und Business Intelligence. Springer, Berlin.
- Hansen, H.-R./Neumann, G. (2001): Wirtschaftsinformatik I. Grundlagen betrieblicher Informationsverarbeitung. 8. Auflage, Lucius & Lucius UTB, Stuttgart.
- Humm, B./Wietek, F. (2005): Architektur von Data Warehouses und Business Intelligence Systemen. In: Informatik Spektrum, S. 3–14. (URL: [https://www.fbi.h-da.de/fileadmin/personal/b.humm/Publikationen/Humm\\_\\_Wietek\\_-\\_Architektur\\_DW\\_\\_Informatik-Spektrum\\_2005-01\\_.pdf](https://www.fbi.h-da.de/fileadmin/personal/b.humm/Publikationen/Humm__Wietek_-_Architektur_DW__Informatik-Spektrum_2005-01_.pdf) [letzter Zugriff: 27.02.2017]).
- Kemper, H.-G./Baars, H./Mehanna, W. (2010): Business Intelligence – Grundlagen und praktische Anwendungen. Eine Einführung in die IT-basierte Managementunterstützung. 3. Auflage, Vieweg+Teubner, Stuttgart.
- Turban, E. et al. (2010): Business Intelligence. A Managerial Approach. 2. Auflage, Prentice Hall, Upper Saddle River (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> 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

## Project: Business Intelligence

Course Code: DLBCSEBI02

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

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

### Literature

#### Compulsory Reading

#### Further Reading

- Brenner, W./Uebernicketel, F. (2015): Design Thinking. Das Handbuch. Frankfurter Allgemeine Buch, Frankfurt a. M.
- Brown, T. (2008): Design Thinking. In: Harvard Business Review, Heft Juni, S. 84–95.
- Meinel, C./Weinberg, U./Krohn, T. (Hrsg.) (2015): Design Thinking Live. Wie man Ideen entwickelt und Probleme löst. Murmann, Hamburg.
- Uebernicketel, F./Brenner, W. (2016): Design Thinking. In: Hoffmann, C. P. et al. (Hrsg.): Business Innovation: Das St. Galler Modell. Springer, Wiesbaden, S. 243–265.

**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

## Change and Agile Management

Module Code: DLBIHMECAM

<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. (Change Management) / N.N. (Agile Management)

### Contributing Courses to Module

- Change Management (DLBDBCM01\_E)
- Agile Management (DLBNWAM01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Change Management

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

##### Agile Management

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

### Weight of Module

see curriculum

### **Module Contents**

#### **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

#### **Agile Management**

- Introduction to Agile Management
- Drivers of Agility
- Agile Methods
- Agile Organization
- Agile Leadership
- Agile Planning
- Agile Staff Deployment
- Control in agile Organizations
- Digital Tools as a Prerequisite for Agility
- Critical Reflection



**Learning Outcomes****Change Management**

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can 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.

**Agile Management**

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.

**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

# Change Management

Course Code: DLBDBCM01\_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> 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

# 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



## Global Sourcing and Supply Chain Management

Module Code: DLBIHMEGSSCM

<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. (Global Sourcing) / N.N. (Supply Chain Management II)

### Contributing Courses to Module

- Global Sourcing (DLBLOGC102\_E)
- Supply Chain Management II (DLBDESCM02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Global Sourcing

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

##### Supply Chain Management II

- Study Format "Distance Learning": Module Exam (50)

### Weight of Module

see curriculum

### **Module Contents**

#### **Global Sourcing**

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

#### **Supply Chain Management II**

- Strategic aspects of SCM
- SCM Practice: Tasks and Activities in the Core Planning Process
- SCM Practice: Tasks and Activities in the Core Process of Procurement
- SCM Practice: Tasks and Activities in the Core Process Production
- SCM Practice: Tasks and Activities in the Core Distribution Process

**Learning Outcomes****Global Sourcing**

On successful completion, students will be able to

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

**Supply Chain Management II**

On successful completion, students will be able to

- systematically explain the strategic relevance of enterprise-wide value creation processes.
- understand the most important tasks and problems in the SCM core process planning.
- systematize the elements and interrelationships in the CPFR model in a differentiated way.
- be familiar with the characteristics and peculiarities of contract logistics.
- understand the most important tasks and problems in the SCM core process procurement.
- explain central elements and characteristics of a procurement strategy.
- understand the most important tasks and problems in the SCM core process production.
- explain central elements and characteristics of a modern production strategy.
- understand the most important tasks and problems in the SCM core process distribution.
- explain central elements and characteristics of the so-called ECR concept.

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

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

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Business & Management and Transport & Logistics fields

# Global Sourcing

Course Code: DLBLOGC102\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

2. Make-Or-Buy Decisions, In- And Outsourcing Strategies
  - 2.1 Make-Or-Buy Decisions
  - 2.2 Decision-Making Aids for In- And Outsourcing
3. Procurement Concepts
  - 3.1 Foundations and Design of Procurement Concepts
  - 3.2 Global Sourcing
  - 3.3 Modular vs. Single Sourcing
  - 3.4 Just-In-Time Concept
4. Procurement Strategies
  - 4.1 Factors Influencing the Procurement Strategy
  - 4.2 Supplier Selection and Management
  - 4.3 Performance Measurement and Quality Assurance
  - 4.4 Risk Management in Global Supply Networks
  - 4.5 Cooperation Models and Partners
5. Procurement Processes
  - 5.1 Phase Models of Procurement
  - 5.2 Classic Purchasing, Shared Service Center
  - 5.3 Electronic Marketplaces
  - 5.4 Transportation in Foreign Trade
  - 5.5 Documents in Foreign Trade
  - 5.6 Financial Transactions
6. Conducting Negotiations in Purchasing
  - 6.1 Challenges of International Negotiations
  - 6.2 Strategies
  - 6.3 Operational Implementation
  - 6.4 Intercultural Aspects
7. Procurement Market Research and Analysis
  - 7.1 Objects of Procurement Market Research
  - 7.2 Procurement Market Research Methods
8. Information and Communication Technology in Purchasing and Procurement
  - 8.1 Requirements for IT Systems in Procurement
  - 8.2 Selected IT Systems at a Glance

9. Optimization Interfaces Between Purchasing and Other Corporate Functions
  - 9.1 Overview of Organizational Models
  - 9.2 Organizational Forms of Purchasing
10. Organizational Aspects of Procurement
  - 10.1 Variants of the Organizational Structure
  - 10.2 Decision-Making Aids

**Literature**

**Compulsory Reading**

**Further Reading**

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

**Study Format Distance Learning**

<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

## Supply Chain Management II

Course Code: DLBDESESCM02

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

### Course Description

From the perspective of strategic management research and practice, the activities covered by the term SCM are closely related to efforts to build and/or maintain a stable operational competitive advantage. A fundamental discussion of this relationship forms the starting point for the course. On this basis, a differentiated analysis of strategy-relevant activities and instruments in the Plan, Source, Make, Deliver, and Return process categories is then carried out using the SCOR model. Special attention is given to the practice-relevant areas of SCM, e.g., order-promising (plan), supplier-relation-management (source), postponement (make), and the ECR-concept (deliver).

### Course Outcomes

On successful completion, students will be able to

- systematically explain the strategic relevance of enterprise-wide value creation processes.
- understand the most important tasks and problems in the SCM core process planning.
- systematize the elements and interrelationships in the CPFR model in a differentiated way.
- be familiar with the characteristics and peculiarities of contract logistics.
- understand the most important tasks and problems in the SCM core process procurement.
- explain central elements and characteristics of a procurement strategy.
- understand the most important tasks and problems in the SCM core process production.
- explain central elements and characteristics of a modern production strategy.
- understand the most important tasks and problems in the SCM core process distribution.
- explain central elements and characteristics of the so-called ECR concept.

### Contents

1. Strategic Aspects of SCM
  - 1.1 Strategic Thinking and Action: General Information
  - 1.2 Competition Focus and SCM
  - 1.3 Competition Location and SCM
  - 1.4 Competition Rules and SCM



2. SCM Practice: Core Process Planning
  - 2.1 General Preliminary Considerations
  - 2.2 Collaborative Planning, Forecasting, and Replenishment
  - 2.3 Order Promoting
  - 2.4 Kanban
  - 2.5 Integration of X-PL Logistics Service Providers
3. SCM Practice: Core Process Procurement
  - 3.1 General Preliminary Considerations
  - 3.2 Production Synchronous Procurement
  - 3.3 Sourcing Concepts
  - 3.4 Supplier Relations Management
4. SCM Practice: Core Process Production
  - 4.1 Selected Aspects of the Problem Background
  - 4.2 Collaborative Engineering
  - 4.3 Postponement Strategies
  - 4.4 Value Added Partnership
5. SCM Practice: Core Process Distribution
  - 5.1 Basic Information on the Distribution Problem
  - 5.2 Efficient Consumer Response (ECR)
  - 5.3 Consignment Warehouse

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

- Arndt, H. (2018): Supply Chain Management. Optimierung logistischer Prozesse. 7. Auflage, Gabler, Wiesbaden.
- Grosche, P. (2012): Konfiguration und Koordination von Wertschöpfungsaktivitäten in internationalen Unternehmen. Eine empirische Untersuchung in der Automobilindustrie. Gabler-Verlag, Wiesbaden.
- Heiserich, O.E./Helbig, K./Ullmann, W. (2011): Logistik. Eine praxisorientierte Einführung. 4. Auflage, Gabler-Verlag | Springer Fachmedien, Wiesbaden 2011.
- Hertel, J./Zentes, J./Schramm-Klein, H. (2011): Supply-Chain-Management und Warenwirtschaftssysteme im Handel. 2. Auflage, Springer Verlag, Heidelberg.
- Hungenberg, H. (2014): Strategisches Management in Unternehmen. Ziele-Prozesse-Verfahren. 8. Auflage, Wiesbaden.
- Pfohl, H. C. (2010): Logistiksysteme. Betriebswirtschaftliche Grundlagen. 8 Auflage, Springer, Berlin.
- Schulte, C. (2013): Logistik. Wege zur Optimierung der Supply Chain. 6. Auflage, Vahlen, München.
- Werner, H. (2013): Supply Chain Management. Grundlagen, Strategien, Instrumente und Controlling. 5. Auflage, Gabler, Wiesbaden.

**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>	Module 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 type="checkbox"/> Live Tutorium/Course Feed

DLBDESCM02

## Intercultural Psychology and CRM

Module Code: DLBIHMEIPCRM

<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. (Intercultural Psychology) / N.N. (Customer Relationship Management)

### Contributing Courses to Module

- Intercultural Psychology (DLBWPIPS01\_E)
- Customer Relationship Management (DLBCRM01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Intercultural Psychology

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

##### Customer Relationship Management

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

### Weight of Module

see curriculum

### **Module Contents**

#### **Intercultural Psychology**

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

#### **Customer Relationship Management**

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

**Learning Outcomes****Intercultural Psychology**

On successful completion, students will be able to

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

**Customer Relationship Management**

On successful completion, students will be able to

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

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

This module is similar to other modules in the fields of Psychology and Marketing & Communication

**Links to other Study Programs of IUBH**

All Bachelor Programs in the Social Sciences and Marketing & Sales fields

# Intercultural Psychology

Course Code: DLBWPIPS01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Introduction to Intercultural Psychology and Cultural Psychology
  - 1.1 Definition and Classification of the Concept of Culture
  - 1.2 Goals of Comparative Cultural Psychology
  - 1.3 Demarcation of Different Subject Areas
  - 1.4 Cultural Psychological Models and Research Approaches



2. Intercultural Management
  - 2.1 Role, Influencing Factors and Requirements of Intercultural Management
  - 2.2 Corporate Culture
3. Diversity Management as a Field of Application of Intercultural Management
  - 3.1 Definition and Objectives
  - 3.2 Significance and Spheres of Influence
4. Values in the Context of Intercultural Management
  - 4.1 Role and Meaning of Values
  - 4.2 Values in an Organizational Context
5. Intercultural Communication
  - 5.1 Communication Models and Problems
  - 5.2 Intercultural Specifics of Communication
  - 5.3 Characteristics of Different National Communication and Behavior Styles
6. Intercultural Marketing
  - 6.1 Definition and Cultural Foundations
  - 6.2 Influencing Factors
  - 6.3 Standardization vs. Differentiation of Messages
7. Intercultural Trainings
  - 7.1 Development of Content for Intercultural Training
  - 7.2 Implementation of Intercultural Training

### Literature

#### Compulsory Reading

#### Further Reading

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

**Study Format 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

# Customer Relationship Management

Course Code: DLBCRM01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Basics of CRM
2. Theoretical explanatory approaches of CRM
3. Customer life and customer relationship cycle
4. Customer satisfaction and loyalty
5. Customer Loyalty Management

6. Customer value and customer portfolio management
7. Strategies and instruments of CRM
8. Implementation and controlling of CRM

**Literature**

**Compulsory Reading**

**Further Reading**

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

**Study Format 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

DLBCRM01\_E

# Leadership and Organizational Behavior

Module Code: DLBIHMELOB

<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) / Prof. Dr. Karin Halbritter (Organizational Behavior)

## Contributing Courses to Module

- Leadership 4.0 (DLBWPLS01\_E)
- Organizational Behavior (DLBBWOB01\_E)

## Module Exam Type

### Module Exam

### Split Exam

#### Leadership 4.0

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

#### Organizational Behavior

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

## Weight of Module

see curriculum

**Module Contents****Leadership 4.0**

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

**Organizational Behavior**

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

**Learning Outcomes****Leadership 4.0**

On successful completion, students will be able to

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

**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 fields of Business Administration & Management and Human Resources

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Business & Management and Human Resources fields

## 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> 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

# 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

**Literature**

**Compulsory Reading**

**Further Reading**

- 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.
- Luthans, F./Luthans, B. C./Luthans, K. W. (2015): Organizational Behavior. An Evidence-based approach. 13. Auflage, Information Age Publishing, Charlotte, North Carolina.
- Robins, S. P./Judge, T. A. (2016): Organizational behavior. Prentice Hall International, New Jersey.

**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



## Market Research and Product Management

Module Code: DLBIHMEMRPM

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. Maren Weber (Market Research) / Prof. Dr. Mirko Bendig (Fundamentals of Product Management)

### Contributing Courses to Module

- Market Research (BMFO01\_E)
- Fundamentals of Product Management (DLBPROGPM01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Market Research

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

##### Fundamentals of Product Management

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

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Market Research</b></p> <ul style="list-style-type: none"> <li>▪ Marketing research: Support in decision making</li> <li>▪ Choice of research approach</li> <li>▪ Choice of survey method</li> <li>▪ Operationalization process for measuring and scaling of variables</li> <li>▪ Selection of survey parts</li> <li>▪ Data analysis, interpretation and presentation</li> </ul> <p><b>Fundamentals of Product Management</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to product management</li> <li>▪ Market analysis</li> <li>▪ Product strategy</li> <li>▪ Idea generation and validation</li> <li>▪ Product and market tests</li> <li>▪ Market launch</li> <li>▪ Product management after launch</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Market Research</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ know the basic methods of market research.</li> <li>▪ understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.</li> <li>▪ systematically collect and analyze data to make decisions based on sound criteria.</li> <li>▪ evaluate the importance, benefits and limitations of market research data.</li> </ul> <p><b>Fundamentals of Product Management</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ prepare market analyses and product strategies</li> <li>▪ generate and validate new product ideas</li> <li>▪ plan and execute product and market tests</li> <li>▪ organize the market launch and successfully place the products on the market</li> <li>▪ manage products successfully after market launch.</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 Marketing &amp; Sales</p>	<p><b>Links to other Study Programs of IUBH</b></p> <p>All Bachelor Programs in the Marketing &amp; Communication field</p>

# 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

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>	<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 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

## Online and Social Media Marketing

Module Code: DLBMSM-01\_E

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

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

### Module Coordinator

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

### Contributing Courses to Module

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

### Module Exam Type

#### Module Exam

#### Split Exam

##### Online Marketing

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

##### Social Media Marketing

- Study Format "Distance Learning": Workbook

### Weight of Module

see curriculum

### **Module Contents**

#### **Online Marketing**

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

#### **Social Media Marketing**

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

**Learning Outcomes****Online Marketing**

On successful completion, students will be able to

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

**Social Media Marketing**

On successful completion, students will be able to

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

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

This module is similar to other modules in the fields of Online & Social Media Marketing

**Links to other Study Programs of IUBH**

All Bachelor Programmes in the Marketing & Communication fields

## 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



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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"><li>▪ Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York.</li><li>▪ Charlesworth, A. (2018): Digital Marketing. A Practical Approach. Routledge, New York.</li><li>▪ Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.</li><li>▪ Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.</li><li>▪ Yakob, F. (2015): Paid Attention: Innovative Advertising for a Digital World. Kogan Page, 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>	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

# Social Media Marketing

Course Code: DLBMSM02-01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Basics of Social-Media-Marketing
  - 1.1 Development of Social Media and the Concept of Social Media Marketing
  - 1.2 Social implications of Social Media
  - 1.3 Functionality, types and fields of application of Social Media Marketing
  - 1.4 Typology and activities of Social Media users
2. Social-Media-Marketing in the Overall Marketing Mix
  - 2.1 Opportunities and risks through Social Media
  - 2.2 The POST method according to Groundswell
  - 2.3 Integration into the Classic Marketing Mix
  - 2.4 Social Media as a service channel
  - 2.5 Goals of Social-Media-Marketing
  - 2.6 Relevant key figures to measure success
  - 2.7 The strategic positioning of Social Media in the company
3. Social Media Map
  - 3.1 Overview of the Social Media Map
  - 3.2 Profiles of the most relevant Social Media Channels
  - 3.3 Target Groups/User Groups
4. Social Media Strategy Development
  - 4.1 What is a Strategy? Definitions
  - 4.2 Goals of a Strategy
  - 4.3 Stages of Social Media Strategy development
  - 4.4 Online Reputation Management and Crisis Management
  - 4.5 Social Media Governance
5. Social Media in Innovation Management
  - 5.1 The Importance and Use of the Crowd
  - 5.2 Innovation through Interactive Value Creation, Branded Communities, Lead Users and Social Media Intelligence
  - 5.3 Social Media as a Market Research Tool

6. Operational Social Media Marketing
  - 6.1 Content Marketing and Native Advertising
  - 6.2 Viral Marketing and Word of Mouth
  - 6.3 Influencer Marketing
  - 6.4 Social Media in B2B Marketing
  - 6.5 Community Management und Social Media Monitoring
  - 6.6 Social Media Relations
  - 6.7 Social Media Recruiting
  - 6.8 Social Advertising
7. Legal Framework of Social Media
  - 7.1 Legal Framework of Social Media
  - 7.2 Basic Data Protection Ordinance (DSGVO)
  - 7.3 User-generated Content
  - 7.4 The Facebook Pixel
8. Developments in Social-Media-Marketing
  - 8.1 Social Media in the Digital Change - New Forms of Consumption
  - 8.2 Social Products and Brands
  - 8.3 Social Commerce and Social Selling
  - 8.4 Messengers and Bots
  - 8.5 The terms "Postfactual" and "Postdigital"
  - 8.6 Open Leadership - Dealing with loss of control

## Literature

### Compulsory Reading

### Further Reading

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

**Study Format Distance Learning**

<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

## Bachelor Thesis

Module Code: DLBBT

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

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

### Module Coordinator

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

### Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Bachelor Thesis

- Study Format "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