M.A.
Marketing Management

60 ECTS
Distance Learning
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2021-04-01
1. Semester
# International Marketing

**Module Code:** DLMMARE

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**Module Coordinator**

Prof. Maren Weber (International Marketing)

**Contributing Courses to Module**

- International Marketing (DLMMARE01)

**Module Exam Type**

- **Module Exam**
  - **Study Format:** Distance Learning
  - **Exam:** 90 Minutes
- **Split Exam**

**Weight of Module**

see curriculum

**Module Contents**

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

International Marketing

On successful completion, students will be able to

▪ transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.

▪ perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.

▪ assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.

▪ combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Links to other Modules within the Study Program

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

Links to other Study Programs of IUBH

All Master Programmes in the Marketing & Communication field.
Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to International Marketing
   1.1 Issues Related to International Marketing
   1.2 Environmental Factors in International Market Development
   1.3 Features of Buying Behavior in International Marketing
2. International Marketing Strategies
   2.1 Marketing Segmentation and Market Selection
   2.2 Market Entry Strategy
   2.3 Market Exit Strategy

3. International Market Research
   3.1 Qualitative and Quantitative Primary Research
   3.2 International Survey and Observations

4. International Marketing for Specific Sectors
   4.1 Industrial Goods Sector
   4.2 Consumer Goods Sector
   4.3 Wholesale and Retail Sector
   4.4 Service Sector

5. International Products
   5.1 Product Policy
   5.2 Product Mix and Degree of Standardization
   5.3 Brand Policy

6. International Pricing and Terms and Sales Policies
   6.1 Pricing on International Markets
   6.2 Types of Price Discrimination
   6.3 Credit and Discount Policy

7. International Promotion
   7.1 International Promotion
   7.2 International Promotion Mix
   7.3 Optimal Standardization

8. International Distribution
   8.1 Distribution Channels, Intermediaries, and Distribution Schemes
   8.2 Organizational Forms for International Market Development
   8.3 Potential for Standardization

9. International Marketing Mix
   9.1 Home Country Orientation
   9.2 Global Orientation
   9.3 Multinational Orientation
### Literature

#### Compulsory Reading

#### Further Reading
**Study Format Distance Learning**

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**Instructional Methods**

- [ ] Learning Sprints®
- [x] Course Book
- [ ] Vodcast
- [x] Shortcast
- [x] Audio
- [x] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [x] Live Tutorium/Course Feed
# Advanced Research Methods

**Module Code:** DLMARM

## Module Type
see curriculum

## Admission Requirements
none

## Study Level
MA

## CP
5

## Student Workload
150 h

## Semester / Term
see curriculum

## Duration
Minimum 1 semester

## Regularly offered in
WiSe/SoSe

## Language of Instruction
English

## Module Coordinator
Prof. Dr. Josephine Zhou-Brock (Advanced Research Methods)

## Contributing Courses to Module
- Advanced Research Methods (DLMARM01)

## Module Exam Type

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## Weight of Module
see curriculum

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

Advanced Research Methods

On successful completion, students will be able to

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

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Advanced Research Methods
Course Code: DLMARM01

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

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

Contents
1. Theoretical Background: Social Science and Research Paradigms
   1.1 What is a Paradigm?
   1.2 Empiricism
   1.3 Critical Rationalism
   1.4 Epistemological Anarchism
   1.5 Structural Functionalism
   1.6 Symbolic Interactionism
   1.7 Ethnomethodology
2. Case Study Research
   2.1 Types of Case Study Research
   2.2 Maintaining Quality in Case Study Research
   2.3 Case Study Design
   2.4 Implementing Case Studies
   2.5 Analyzing Case Studies

3. Specific Topics of Qualitative Research
   3.1 Idea Generation
   3.2 Critical Incident Technique
   3.3 Understanding Communication: Discourse Analysis
   3.4 Perceiving Perception: Interpretive Phenomenological Analysis

4. Advanced Issues of Qualitative Research Conceptualizing and Data Analysis
   4.1 Measurement Theory
   4.2 Index and Scale Construction
   4.3 Types of Scale Construction
   4.4 The Problem of Nonresponse and Missing Data
   4.5 Implications of IT for Research Strategies

5. Underlying Assumptions of Quantitative Research: Concepts and Consequences
   5.1 Classical Test Theory
   5.2 Probabilistic Test Theory
   5.3 Advanced Topics of Test Theory

6. Evaluation Research
   6.1 What is Evaluation Research?
   6.2 Types of Evaluation Research
   6.3 Meta-Analysis
   6.4 Meta-Evaluation
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Study Format Distance Learning

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Student Workload

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Instructional Methods

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

DLMARM01

www.iubh.de
# International Consumer Behavior

**Module Code:** DLMBCBR1

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**Module Coordinator**
Caterina Fox (International Consumer Behavior)

**Contributing Courses to Module**
- International Consumer Behavior (DLMBCBR01)

**Module Exam Type**

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**Weight of Module**
see curriculum

**Module Contents**
- Consumer Behavior
- The Consumer Decision-Making Process
- Internal Influences on Consumer Behavior
- External Influences on Consumer Behavior
- International Consumer Behavior
- International Marketing Strategy and Consumer Behavior
## Learning Outcomes

### International Consumer Behavior

On successful completion, students will be able to

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

## 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 Master Programmes in the fields of Marketing & Communication
## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Consumer Behavior  
   1.1 Consumer Behavior and International Marketing  
   1.2 Consumer Decision-Making in the Marketplace  

2. The Consumer Decision-Making Process  
   2.1 The Pre-Purchase Stage  
   2.2 The Purchase Stage  
   2.3 The Post-Purchase Stage
### Internal Influences on Consumer Behavior

- **3.1 Motives and Motivation**
- **3.2 Perception**
- **3.3 Attitude**

### External Influences on Consumer Behavior

- **4.1 Culture**
- **4.2 Subculture**
- **4.3 Groups and Families**

### International Consumer Behavior

- **5.1 Cultural Dimensions**
- **5.2 The Influence of Social Media on Consumer Decision-Making**

### International Marketing Strategy and Consumer Behavior

- **6.1 International Market Segmentation and Product Positioning**
- **6.2 Consumer Behavior and Product Strategy**
- **6.3 Consumer Behavior and Communication Strategy**
- **6.4 Consumer Behavior and Pricing Strategy**
- **6.5 Consumer Behavior and Distribution Strategy**

## Literature

### Compulsory Reading


### Further Reading

Study Format Distance Learning

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Instructional Methods

- [ ] Learning Sprints®
- [ ] Course Book
- [ ] Vodcast
- [ ] Shortcast
- [ ] Audio
- [ ] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [ ] Live Tutorium/Course Feed
Module Code: DLMBCBR2

Module Type: see curriculum

Admission Requirements:
- DLMBCBR01

Study Level:
- MA

CP:
- 5

Student Workload:
- 150 h

Semester / Term:
- see curriculum

Duration:
- Minimum 1 semester

Regularly offered in:
- WiSe/SoSe

Language of Instruction:
- English

Module Coordinator:
- Caterina Fox (Applied Marketing Research)

Contributing Courses to Module:
- Applied Marketing Research (DLMBCBR02)

Module Exam Type:

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

Split Exam

Weight of Module:
- see curriculum

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

Applied Marketing Research

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of IUBH

All Master Programmes in the fields of Marketing & Communication
Applied Marketing Research
Course Code: DLMBCBR02

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

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

Contents
1. The Role of Marketing Research in Managerial Decision-Making
   1.1 The Importance of Marketing Research in Decision-Making
   1.2 The Institutions Involved in Marketing Research
   1.3 Common Challenges in Conducting Marketing Research
2. Problem Definition and the Marketing Research Process
   2.1 From Problem Recognition to Research Objectives: Step One
   2.2 From Research Design to Follow-Up: Steps Two to Six
   2.3 Forward and Backward Linkages in the Marketing Research Process

3. Secondary Data and Qualitative Research
   3.1 Advantages and Limitations of Secondary Data
   3.2 Definition and Types of Qualitative Research
   3.3 Limitations of Qualitative Research

4. Survey Research and the Concept of Measurement
   4.1 Survey Errors and Their Impact on Research Outcomes
   4.2 Measurement Scales
   4.3 Questionnaire Design

5. Observational Research
   5.1 Observational Research Defined
   5.2 Approaches to Observational Research
   5.3 Advantages and Limitations of Observational Research

6. Sampling Issues, Data Processing, and Fundamental Data Analysis
   6.1 Sampling Methods and Types of Samples
   6.2 Data Processing Issues
   6.3 Fundamental Data Analysis

7. Communicating the Research Results
   7.1 The Major Steps in Communicating the Results
   7.2 Organization of the Research Report
   7.3 The Marketing Research Presentation
## Literature

### Compulsory Reading

### Further Reading
### Study Format Distance Learning

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed

www.iubh.de
Online and Social Media Marketing

Module Code: DLMOSMM_E

<table>
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<th>Study Level</th>
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Module Coordinator

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

Contributing Courses to Module

- Online and Social Media Marketing (DLMWOM01_E)

Module Exam Type

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Weight of Module

see curriculum

Module Contents

The focus of this module is to convey understanding of the effects of online communication media in marketing. For this purpose, the conceptual and strategic framework of online and social media marketing will be defined and critically reflected. The operative fields of application of the entire online marketing mix will be explained, mechanisms of action to achieve the set marketing goals will be presented and concrete recommendations for implementation will be discussed. In addition, the legal framework of online and social media marketing will be deepened and the entire process of managing and monitoring the impact of online media will be examined. This module will conclude with a discussion and forecast of future developments in online marketing.
Learning Outcomes
Online and Social Media Marketing

On successful completion, students will be able to

- familiarize themselves with the general conditions of online and social media marketing.
- know the specifics of strategic online marketing and its importance for the success of online marketing campaigns.
- have a complete overview of the instruments of online and social media marketing, critically evaluate them and use them optimally in a goal-oriented manner.
- analyze user perception processes and critically assess, control and optimize the design of online marketing instruments.
- develop a strong awareness of the need to protect privacy when using new Internet technologies.
- familiarize themselves with the legal framework of online marketing and anticipate future developments.

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 Master Programs in the Marketing & Communication fields
Online and Social Media Marketing
Course Code: DLMWOM01_E

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**Course Description**
This course introduces both the conceptual foundations of strategic online and social media marketing and the structure, content and design options for the operational design of the respective online marketing instruments. In addition, the essential technical basics of the most common web technologies are deepened and approaches and instruments for managing, implementing and controlling the advertising impact of online media are presented. The legal framework for online and social media marketing will be considered, as well as an outlook and the discussion and initial assessment of future online developments and marketing trends.

**Course Outcomes**
On successful completion, students will be able to

- familiarize themselves with the general conditions of online and social media marketing.
- know the specifics of strategic online marketing and its importance for the success of online marketing campaigns.
- have a complete overview of the instruments of online and social media marketing, critically evaluate them and use them optimally in a goal-oriented manner.
- analyze user perception processes and critically assess, control and optimize the design of online marketing instruments.
- develop a strong awareness of the need to protect privacy when using new Internet technologies.
- familiarize themselves with the legal framework of online marketing and anticipate future developments.

**Contents**
1. Basics of Strategic Online Marketing
   1.1 Integrated Communication as the Basis for Success
   1.2 Internal and External Conditions of Online Marketing
   1.3 Situation and Environment Analysis
   1.4 Definition of Objectives of Online and Social Media Marketing in B2C and B2B Contexts
2. Introduction to Basic Web Technologies
   2.1 Web Basics
   2.2 Current Technologies and Trends
3. The Online Marketing Mix
   3.1 Fundamentals of Online Marketing Effects
   3.2 Overview of Classic Instruments of Online Marketing
   3.3 Mobile Marketing
   3.4 Social Media Marketing
   3.5 Assessment of Alternative Online Marketing Instruments Including Possible Applications and Limitations
   3.6 Integrated Online Marketing and Viral Campaigns

4. Planning, Management and Control of Online Marketing
   4.1 Planning of Online Marketing Instruments
   4.2 Essential Success Factors of Online Marketing
   4.3 Approaches and Instruments for Measuring the Success of Online and Social Media Activities
   4.4 Legal Framework for Online and Social Media Marketing

5. Outlook and Discussion: The Future of Online Marketing
   5.1 Current and Future Developments in Online Marketing

---

**Literature**

**Compulsory Reading**

**Further Reading**

Study Format Distance Learning

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Instructional Methods

- [ ] Learning Sprints®
- [ ] Course Book
- [ ] Vodcast
- [ ] Shortcast
- [ ] Audio
- [ ] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [ ] Live Tutorium/Course Feed
## Seminar: Current Issues in Marketing

**Module Code:** DLMCIM_E

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### Module Coordinator

Prof. Dr. Cornelia Hattula (Seminar: Current Issues in Marketing)

### Contributing Courses to Module

- Seminar: Current Issues in Marketing (DLMCIM01_E)

### Module Exam Type

- **Module Exam**
  - Study Format: Fernstudium
  - Written Assessment: Research Essay
  - Split Exam

### Weight of Module

- see curriculum

### Module Contents

In times of global and highly competitive markets, rapidly changing consumer needs and a media environment in a state of upheaval, marketing needs to work with these changes and proactively respond to them. Thus, this module focuses on current theoretical and/or empirical topics or projects from the fields of marketing, communication, brand management and sales. This seminar prepares students for the final master thesis by requiring them to write a seminar paper to conclude the course successfully.
Learning Outcomes

Seminar: Current Issues in Marketing

On successful completion, students will be able to

▪ research scientific content and topics independently and acquire sound knowledge in marketing based on the interpretation of international, peer-reviewed journals and introductory literature in the field of marketing.
▪ identify problem areas and trends in order to discuss them in a theoretical context.
▪ develop analytical and critical skills and competencies to assess and further develop contemporary strategic approaches.
▪ independently and critically analyze studies, new findings and theoretical references and interpret them in the context of their own seminar paper.
▪ prepare a seminar paper and prepare for the drafting of their final Master’s thesis.
▪ deepen and consolidate their practical marketing and sales knowledge.

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 Master Programs in the Marketing & Communication fields
Seminar: Current Issues in Marketing
Course Code: DLMCIM01_E

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Course Description

The seminar "Current Issues in Marketing" deals with current topics on new developments in marketing, for example in marketing research, brand or product management, as well as communication management. Students will acquire relevant scientific skills and practical abilities. They will discuss current problems and developments and consider the body of academic research. They will be coached to critically interpret studies, current scholarly articles and discussions from international peer-reviewed marketing journals, specialist forums, congresses or operational practice and to present their results in the overall context of marketing.

Course Outcomes

On successful completion, students will be able to

▪ research scientific content and topics independently and acquire sound knowledge in marketing based on the interpretation of international, peer-reviewed journals and introductory literature in the field of marketing.
▪ identify problem areas and trends in order to discuss them in a theoretical context.
▪ develop analytical and critical skills and competencies to assess and further develop contemporary strategic approaches.
▪ independently and critically analyze studies, new findings and theoretical references and interpret them in the context of their own seminar paper.
▪ prepare a seminar paper and prepare for the drafting of their final Master’s thesis.
▪ deepen and consolidate their practical marketing and sales knowledge.

Contents

▪ The topics for the seminar paper are to be taken from the subject areas of general marketing, online marketing & social media, marketing communication, international marketing, consumer behavior and media usage, e-commerce, CRM, sales and branding and may also deal with current topics such as gender marketing, neuro-marketing, guerilla marketing or marketing automation. Regardless of the specific issue at hand, the focus should be on identifying, elaborating and discussing relevant scientific theory and practical references as well as the identification and evaluation of appropriate empirical studies and findings. The findings from the academic literature will be evaluated, interpreted and synthesized to support the central argument of the student’s written seminar paper.
▪ An up-to-date topic list is available on the learning platform and provides the foundation of the module.

www.iubh.de
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| Type of Exam | Written Assessment: Research Essay |

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## Instructional Methods

- [ ] Learning Sprints®
- [ ] Course Book
- [ ] Vodcast
- [ ] Shortcast
- [ ] Audio
- [ ] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [ ] Guideline
- [ ] Live Tutorium/Course Feed

www.iubh.de
2. Semester
Digital Business Models  
Module Code: DLMIDBM_E

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Module Coordinator
N.N. (Digital Business Models)

Contributing Courses to Module
- Digital Business Models (DLMIDBM01_E)

Module Exam Type

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Weight of Module
see curriculum

Module Contents
- History and success factors of digital business
- Trends in Digital Business
- Knowledge and evaluation of alternative business models in digital business
- Procedure for the development of strategic corporate positioning in digital business
- Knowledge of alternative financing models
- Goals and procedures for the creation of the business plan for digital business models
### Learning Outcomes

**Digital Business Models**

On successful completion, students will be able to

- know the history and framework of digital business models.
- understand the basic principles of innovation management.
- know and understand different business models of the digital economy and be able to evaluate their advantages and disadvantages.
- understand the basics of strategic and operational business model planning in e-commerce.
- independently create a business plan for a digital business model.

### Links to other Modules within the Study Program

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

### Links to other Study Programs of IUBH

All Master Programs in the Business & Management fields
Digital Business Models
Course Code: DLMIDBM01_E

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**Course Description**
This course deals with IT-driven start-ups and business models. Based on the discussion of the historical development and framework conditions of digital business, alternative business models in digital business are systematically presented, analyzed and evaluated with regard to their respective strengths and weaknesses. Students study the central approaches to developing an independent corporate positioning and are enabled to autonomously examine and evaluate the central factors influencing corporate success in digital business. Further, alternative financing concepts for digital business models are presented and critically evaluated and the central components of a business plan are detailed. In addition, the entire process of creating and defining a business plan is presented in detail and tested using practical examples.

**Course Outcomes**
On successful completion, students will be able to
- know the history and framework of digital business models.
- understand the basic principles of innovation management.
- know and understand different business models of the digital economy and be able to evaluate their advantages and disadvantages.
- understand the basics of strategic and operational business model planning in e-commerce.
- independently create a business plan for a digital business model.

**Contents**
1. Innovation Management and Business Model Definitions
   1.1 Basic Concepts of Innovation Management Regarding Digital Business Models
   1.2 Business Models: Genesis - Definition - Relation to Innovation
   1.3 Specifics of Digital Business Models and Comparison to Traditional Approaches
2. Digital Business Models: Definition and Elements
   2.1 New Elements of Digital Business Models
   2.2 Redefinition and Core Elements of Digital Business Models
   2.3 Value Architecture and Value Mechanics
3. Basic Architectures, Standard Patterns and Network Integration
   3.1 Basic Digital Business Model Architectures
   3.2 Standard Patterns in Business Model Elements
   3.3 Networks and Differentiation Strategies

4. Success Factors and Strategy
   4.1 Relationships Between Business Model, Success Factors and Strategy
   4.2 Relevant Success Factors of Digital Business Models
   4.3 Strategy Levels and Strategy Examples in the Context of Digital Business Models and Their Elements

5. The Business Case and Special Features of Investment Planning
   5.1 Elements of the Business Case and Connection to Previous Concepts
   5.2 Revenue Mechanics, Revenue Planning and Performance Indicators
   5.3 Special Features of Investment Planning
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| Type of Exam                                      | Exam or Written Assessment: Case Study, 90 Minutes |

Student Workload

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Instructional Methods

- ☐ Learning Sprints®
- ☑ Course Book
- ☐ Vodcast
- ☑ Shortcast
- ☑ Audio
- ☑ Exam Template
- ☐ Review Book
- ☐ Creative Lab
- ☑ Guideline
- ☑ Live Tutorium/Course Feed
# E-Commerce

**Module Code:** MWEC-01_E

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**Module Coordinator**

N.N. (E-Commerce I) / N.N. (E-Commerce II)

**Contributing Courses to Module**

- E-Commerce I (MWEC01-01_E)
- E-Commerce II (MWEC02-01_E)

**Module Exam Type**

- **Module Exam**
- **Split Exam**
  - E-Commerce I
    - Study Format “Distance Learning”: Exam, 90 Minutes
  - E-Commerce II
    - Study Format “Distance Learning”: Written Assessment: Case Study

**Weight of Module**

see curriculum
## Module Contents

### E-Commerce I
- Basics of e-business and e-commerce
- Forms of e-commerce
- Strategic options in e-commerce
- Development of e-commerce strategies
- Measurement of success and success factors in e-commerce
- Risk benefit in e-commerce
- E-commerce in selected sectors

### E-Commerce II
- Basics of online marketing and e-commerce
- Web usability
- Network-based payment systems
- Legal basis
- Shop systems - tools - logistics
- Social media marketing in e-commerce
- Monitoring and analysis
Learning Outcomes

E-Commerce I
On successful completion, students will be able to
▪ explain the basics and theory of e-commerce.
▪ know analysis methods for the economic management of e-commerce.
▪ classify the terms e-commerce and e-business.
▪ explain alternative strategies and instruments of e-commerce, implement them and check their influence on success.
▪ work with chances and possibilities of the internet in connection with e-commerce.
▪ know current business models and use this knowledge to find additional distribution channels.
▪ analyze e-commerce from a management perspective and prepare well-founded decision documents.
▪ know the sectoral characteristics of e-commerce, especially how e-commerce is structured in the B2B and capital goods sector and what has to be considered in the consumer goods industry (B2C).

E-Commerce II
On successful completion, students will be able to
▪ assess the potential of an online shop to successfully sell products and services over the Internet.
▪ know the conceptual, technical and legal aspects of e-commerce
▪ describe important prerequisites for success in e-commerce such as product range presentation, checkout and payment processes, conversion rate, etc.
▪ know selection criteria for shop systems and know the most important ones (Hybris, Magento etc.)
▪ explain current and future challenges, so that they can implement e-shop and e-commerce projects themselves.

Links to other Modules within the Study Program
This module is similar to other modules in the field of E-Commerce

Links to other Study Programs of IUBH
All Master Programs in the Marketing & Communication fields
E-Commerce I
Course Code: MWEC01-01_E

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

Course Description
This course addresses the topic of e-commerce. In addition to basic technical terms, concepts, business models and players, the opportunities and risks of electronic commerce within market-related and legal frameworks are also introduced. Based on this, the possible strategic options in e-commerce are presented in detail, on the basis of which students can derive their own e-commerce strategy.

Course Outcomes
On successful completion, students will be able to

▪ explain the basics and theory of e-commerce.
▪ know analysis methods for the economic management of e-commerce.
▪ classify the terms e-commerce and e-business.
▪ explain alternative strategies and instruments of e-commerce, implement them and check their influence on success.
▪ work with chances and possibilities of the internet in connection with e-commerce.
▪ know current business models and use this knowledge to find additional distribution channels.
▪ analyze e-commerce from a management perspective and prepare well-founded decision documents.
▪ know the sectoral characteristics of e-commerce, especially how e-commerce is structured in the B2B and capital goods sector and what has to be considered in the consumer goods industry (B2C).

Contents
1. Basics of E-Business and E-Commerce
   1.1 Definition of Terms, Limitations and Links to Other Units
   1.2 Mobile Commerce
   11 Trends and Opportunities
   1.2 Economic Framework Conditions in E-Commerce
   1.3 Value Creation and Business Models
   1.4 Actors/Market Participants and Business Relations

2. Forms of E-Commerce
   2.1 Types of E-Commerce Operations
   2.2 Innovative Forms of Interactive E-Commerce
3. Strategic Options in E-Commerce
   3.1 Product Range Policy
   3.2 Pricing Policy
   3.3 Distribution Policy
   3.4 Communication Policy
   3.5 IT System Landscape and Internal Organization of E-Commerce
   3.6 Customer Loyalty, Trust and Reputation

4. Development of an E-Commerce Strategy
   4.1 Conceptual Framework
   4.2 Target Planning
   4.3 E-Business Analysis
   4.4 E-Business Strategy Formulation
   4.5 E-Business Strategy Implementation and Strategy Audit

5. Success Measurement and Success Factors in E-Commerce
   5.1 Success Measurements in E-Commerce
   5.2 Success Factors in E-Commerce

6. Opportunities and Risks in E-Commerce
   6.1 Legal Risks in E-Commerce (B2C)
   6.2 Opportunities and Risks for Pure Players
   6.3 Opportunities and Risks for Multi-Channel Players

7. E-Commerce in Selected Sectors
   7.1 E-Commerce in the Consumer Goods Sector (B2C) - E-Shop
   7.2 E-Commerce in the Capital Goods Sector (B2C) - E-Procurement

Literature

Compulsory Reading

Further Reading
### Study Format Distance Learning

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### Student Workload

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed

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www.iubh.de
E-Commerce II
Course Code: MWEC02-01_E

Study Level
MA

Language of Instruction
English

Contact Hours
CP
5

Admission Requirements
none

Course Description
This course expands and deepens the understanding of electronic commerce with elements of
operational marketing, especially brand communication and interactive product/service and
pricing, complemented by in-depth aspects of the growing importance of payment systems and
mobile commerce systems. Based on the understanding of online customer behavior, participants
discuss online advertising, pricing and communication, as well as PR activities, for example in the
area of social networks. Another focus is on the technical requirements for successful e-
commerce, such as usability, selection of shop and payment systems. The course program is
supplemented by legal framework conditions and possibilities for customer integration. After
completing this course, students will have a deeper understanding of marketing implications of e-
commerce.

Course Outcomes
On successful completion, students will be able to

▪ assess the potential of an online shop to successfully sell products and services over the
  Internet.
▪ know the conceptual, technical and legal aspects of e-commerce
▪ describe important prerequisites for success in e-commerce such as product range
  presentation, checkout and payment processes, conversion rate, etc.
▪ know selection criteria for shop systems and know the most important ones (Hybris, Magento
  etc.)
▪ explain current and future challenges, so that they can implement e-shop and e-commerce
  projects themselves.

Contents
1. Basics of Online Marketing and E-Commerce
   1.1 Behavior of Online Customers
   1.2 Forms of Online Marketing
   1.3 Importance, Function and Impact of Online Marketing in E-Commerce
   1.4 Online Sales Channels, Mobile Marketing and Apps
   1.5 Implementation: Decision Criteria, Specifications and Project Management
2. Web Usability
   2.1 Criteria of Good Web Usability
   2.2 Barrier-Free Design and Responsive Design
   2.3 Search Engine Optimization and Content Marketing

3. Network-Based Payment Systems
   3.1 Criteria for Web-Based Payment Systems
   3.2 Prepaid Systems, Pay-Now Systems and Pay-Later Systems
   3.3 Mobile Payment
   3.4 Scoring

4. Legal Basis
   4.1 Legal Aspects of Ordering and Delivery Processes
   4.2 General Terms and Conditions, Commercial Law and Right of Withdrawal
   4.3 Image Rights, Trademark Protection and Data Privacy
   4.4 Liability of the Shop and Website Operator

5. Shop Systems - Tools - Logistics
   5.1 Success Factors and Selection Criteria of a Good Online Shop
   5.2 Seal of Approval/Certification
   5.3 Range of Goods and Ordering Process
   5.4 Processing and Logistics
   5.5 Collection and Receivables Management

6. Social Media Marketing in E-Commerce
   6.1 Cross-Media Marketing of Online Shops
   6.2 Customer Retention and Achievement of Reach
   6.3 Conflict Management in Social Networks
   6.4 Social Media Advertising and Advertising Networks

7. Monitoring and Analysis
   7.1 Measuring Success: Goals, Methods and Funds
   7.2 Targeting and KPI Definitions
   7.3 Web Controlling
   7.4 Visitor Analysis
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## Instructional Methods

- ☐ Learning Sprints®
- ☑ Course Book
- ☐ Vodcast
- ☑ Shortcast
- ☑ Audio
- ☐ Exam Template
- ☐ Review Book
- ☐ Creative Lab
- ☑ Guideline
- ☑ Live Tutorium/Course Feed
Sales Management
Module Code: DLMWSAM_E

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Module Coordinator
Prof. Dr. Anke Haag (Sales Management I) / Prof. Dr. Anke Haag (Sales Management II)

Contributing Courses to Module
- Sales Management I (DLMWSA01_E)
- Sales Management II (DLMWSA02_E)

Module Exam Type

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Weight of Module
see curriculum
Module Contents

Sales Management I
- Strategic framework and concepts of sales management
- Organizational and process options for sales and distribution in the company
- General conditions and design options for successful sales force management

Sales Management II
- Goals and instruments of operative sales management
- Basics of database marketing and goals, processes and contents of successful complaint management
- Framework conditions, instruments, success factors and design options of direct marketing and sales as well as online sales management

Learning Outcomes

Sales Management I
On successful completion, students will be able to
- know of the strategic basics of sales management and understand the basic approaches to designing alternative sales models.
- understand core ideas of customer driven organizations and recognize the consequences and design options for structure and process in the sales division of the company.
- familiarize themselves with the functions and challenges of project organization in sales.
- organize and manage a sales team/sales force independently.
- actively meet future challenges in sales management.

Sales Management II
On successful completion, students will be able to
- recognize tasks and goals of the instruments of sales management and familiarize themselves with the basics of database marketing.
- know the framework conditions, goals and design options of complaint management.
- know direct marketing and sales and are able design direct sales campaigns independently.
- familiarize themselves with the process, instruments and central aspects of online sales management.

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 Master Programs in the Marketing & Communication fields

www.iubh.de
Sales Management I
Course Code: DLMWSA01_E

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**Course Description**
Students learn the strategic essentials and design options of sales management. In addition to basic strategic directions of sales management, they learn how to categorize alternative sales strategies and critically deal with the challenges of multi-channel sales. In addition, the concept of customer driven organization is explained and deepened, and based on this, consequences for the design of the sales organization and strategic or operative sales force management are derived. The course ends with a discussion on future challenges in sales.

**Course Outcomes**
On successful completion, students will be able to

- know of the strategic basics of sales management and understand the basic approaches to designing alternative sales models.
- understand core ideas of customer driven organizations and recognize the consequences and design options for structure and process in the sales division of the company.
- familiarize themselves with the functions and challenges of project organization in sales.
- organize and manage a sales team/sales force independently.
- actively meet future challenges in sales management.

**Contents**
1. Introduction to Sales
   1.1 Theory of Sales
   1.2 Strategic Distribution
   1.3 Sales in Practice
   1.4 The Elements of the Sales Policy at a Glance

2. Basics of the Sales Organization
   2.1 Single-Level (Direct Sales) Versus Multi-Level Sales
   2.2 Distribution to Business Customers or Industrial Goods Distribution
   2.3 Cooperative Sales Forms
   2.4 Sales Partners: Distributors and Sales Agents
3. Sales Concept
   3.1 Push Versus Pull
   3.2 Distribution Intensity - Ubiquitous, Intensive, Selective, Exclusive
   3.3 Key Account Management
   3.4 Small Customers Care

4. Multi-Channel Management
   4.1 Basics
   4.2 Definition and Integration of the Channel Stages and Processes
   4.3 Control and Evaluation of the Sales Channels
   4.4 Success Factors and Conflict Potential in Multi-Channel Systems

5. Sales and Contact Forms
   5.1 Personal Sale
   5.2 Media-Supported Sale
   5.3 Media-Led Sales

6. Principles of the Sales Organization
   6.1 Customer-Oriented Sales Organization
   6.2 Sales Organization by Products or Regions
   6.3 Sales Organization by Sales Channels or Customers
   6.4 Central or Decentralized Sales Organization

7. Sales Force Management I
   7.1 Recruitment of Employees for Sales
   7.2 Qualification of Employees in Sales
   7.3 Shift Planning of Employees in Sales

8. Sales Force Management II
   8.1 Sales Management and Sales Culture
   8.2 Remuneration and Incentive Systems
   8.3 Performance Evaluation and Monitoring

9. Sales Controlling
   9.1 Content and Tasks of Sales Controlling
   9.2 Strategic Sales Controlling
   9.3 Operational Sales Controlling
   9.4 Sales Information Systems
10. Future Developments
   10.1 Digitization and Social Media
   10.2 Globalization and Internationalization
   10.3 Big Data and System Integration

Literature

Compulsory Reading

Further Reading

### Study Format Fernstudium

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### Instructional Methods

- ☐ Learning Sprints®
- ☑ Course Book
- ☐ Vodcast
- ☑ Shortcast
- ☑ Audio
- ☐ Exam Template
- ☐ Review Book
- ☐ Creative Lab
- ☑ Guideline
- ☐ Live Tutorium/Course Feed
Sales Management II
Course Code: DLMWSA02_E

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Course Description
This course expands and deepens the understanding of sales management by presenting and specifying the operational implementation of requirements and design options of strategic sales management. Starting with the development of the overriding target system of sales management, fundamentals of database marketing as well as basic processes and instruments of complaint management are discussed. An in-depth look at the key aspects of direct marketing and sales, including a presentation of central instruments, perception processes and success factors as well as campaign planning and control, complements the presentation of operational sales management. Finally, the central findings on the framework conditions, the conception as well as the implementation and control of online sales measures are presented and development options for sales in the context of the future Web 3.0 are discussed.

Course Outcomes
On successful completion, students will be able to

- recognize tasks and goals of the instruments of sales management and familiarize themselves with the basics of database marketing.
- know the framework conditions, goals and design options of complaint management.
- know direct marketing and sales and are able design direct sales campaigns independently.
- familiarize themselves with the process, instruments and central aspects of online sales management.

Contents
1. Sales Management
   1.1 Goals and Tasks of the Sales Department
   1.2 The Development of Sales: From The Closing Hunt to Selling with Method
   1.3 Developing CRM Sales: Selling with a System

2. Database Marketing
   2.1 2.1 Concept and Content of Database Marketing
   2.2 2.2 Requirements and Procedures in Database Marketing
   2.3 2.3 Legal Framework
3. Complaint Management I
   3.1 Principles and Objectives of Complaint Management
   3.2 Definition and Relevance of Customer Satisfaction
   3.3 Tasks and Processes of Complaint Management

4. Complaints Management II
   4.1 Complaint Management Strategies
   4.2 Implementation of Complaint Management
   4.3 Complaint Management in Social Media
   4.4 Monitoring The Success of Complaint Management

5. Direct Marketing and Sales
   5.1 Definition and Classification of Direct Marketing
   5.2 The Development of Direct Marketing
   5.3 Dialogue Marketing and Sales: From Sales Representative Appointment to Written Sales
      Exchange - The Siegfried Vögele Dialogue Method®

   6.1 Media and Their Use in Dialogue Marketing
   6.2 The Design of Dialogue Marketing
   6.3 Case Studies

7. Basics and Forms of Online Marketing and Sales Management
   7.1 Concept and Forms of Online Marketing
   7.2 The Corporate Website
   7.3 Affiliate and Search Engine Marketing

8. Email, Mobile and Social Media Marketing and Campaign Management
   8.1 Email Marketing
   8.2 Mobile Marketing
   8.3 Social Media Marketing
   8.4 Campaign Management

9. Organization, Management and Control Of Online Marketing And Sales Management
   9.1 Organizational Integration of Dialogue/Online Marketing
   9.2 The Consolidation of the Database, Complaint Management, Dialogue and Online
      Marketing in CRM
   9.3 Key Figures of Dialog Marketing
10. Legal Aspects and Future Developments in Online Sales Management
   10.1 10.1 Legal Aspects of Dialogue and Online Marketing I
   10.2 10.2 Legal Aspects of Dialogue and Online Marketing II
   10.3 10.3 Distribution 3.0

Literature

Compulsory Reading

Further Reading

## Study Format Fernstudium

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## Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
# Strategic Marketing and Branding

**Module Code:** MWMA_E

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**Module Coordinator**

N.N. (Global Branding) / N.N. (Customer Relationship Marketing)

**Contributing Courses to Module**

- Global Branding (MWMA01_E)
- Customer Relationship Marketing (MWMA02_E)

**Module Exam Type**

**Module Exam**

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**Weight of Module**

see curriculum
## Module Contents

### Global Branding
- Positioning of brands
- Branding
- International brand management
- Brand Controlling
- Measurement of brand status and brand equity

### Customer Relationship Marketing
- Concept and basics of Customer Relationship Marketing (CRM)
- Customer Relationship Strategies
- Customer acquisition, customer retention and customer recovery
- Electronic Customer Relationship Marketing (eCRM)
- Operational and analytical CRM processes

## Learning Outcomes

### Global Branding
On successful completion, students will be able to
- identify and understand the key challenges for international brands
- recognize the current strategy of a brand.
- analyze the brand equity of a brand.
- identify the factors that could lead to the increase or loss of consumer-based brand equity.
- develop well-founded ideas for future design options for a brand strategy.

### Customer Relationship Marketing
On successful completion, students will be able to
- explain procedures for customer value-oriented analysis of strategic customer portfolios.
- understand the planning, implementation and control of value-oriented customer relationship strategies
- decide whether customer relationships should be systematically developed, deepened or actively terminated, taking into account the company, customer and competitive situation
- understand the high importance of the relational benefits, their brand- and personal determining factors as well as their value-enhancing character for the company.
- organize the structures and processes of relationship marketing with the help of modern business development in such a way that the contribution to value creation in the company is maximized.

### 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 Master Programs in the Marketing & Communication fields
Global Branding
Course Code: MWMA01_E

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Course Description

Strong brands create a strong appeal to customers, employees, stakeholders and investors and increase the commitment of employees to the company. They create sustainable value. The management of national and international brands is therefore at the heart of market-oriented corporate management. At a time when products, prices and distribution are becoming more and more similar worldwide, the brand is becoming increasingly important for creating and expanding long-term, profitable customer relationships. Global growth in international markets poses particular challenges for the brand management of companies.

Course Outcomes

On successful completion, students will be able to

- identify and understand the key challenges for international brands
- recognize the current strategy of a brand.
- analyze the brand equity of a brand.
- identify the factors that could lead to the increase or loss of consumer-based brand equity.
- develop well-founded ideas for future design options for a brand strategy.

Contents

1. Necessity and Importance of Brand Management
   1.1 What Exactly is a Brand?
   1.2 General Conditions on National and International Markets
   1.3 Relevance of Brands for Customers
   1.4 Relevance of Brands for Companies

2. Goal of Brand Management
   2.1 Brand Equity as a Control Parameter for the Definition of Brand Objectives
   2.2 The Brand Steering Wheel for Brand Identity Development
   2.3 Developing the Personality of a Brand
3. Positioning of Brands
   3.1 What is Brand Positioning?
   3.2 Different Positioning Goals for Brands
   3.3 Repositioning of Brands
   3.4 Implementation of the Desired Brand Position
   3.5 The Characteristics of Brand Globalization

4. Branding of Products
   4.1 Defining the Brand Name
   4.2 Developing the Trademark
   4.3 Adapting the Product and Packaging Design
   4.4 Creating the Brand Look
   4.5 Knowing and Applying Trademark Rights

5. Application of the Brand Elements in the Marketing Mix
   5.1 Designing Brand Communication
   5.2 Integrating Brand Communication
   5.3 Balancing the Marketing Mix

6. Strategic Brand Management and Brand Types
   6.1 Creating Mono, Family, and Umbrella Brands
   6.2 Management of Brand Portfolios and Brand Architectures
   6.3 Brand Alliances

7. Special Features of Brand Management
   7.1 Brand Management in Capital Goods Markets
   7.2 Trademarks
   7.3 Personal Branding
   7.4 Employer Branding

8. International Brand Management
   8.1 Market Entry Strategies
   8.2 Product Standardization and Adaptation of Brand Elements
   8.3 The Image of the Country of Origin

9. Brand Controlling
   9.1 Systematics of Trademark Controlling
   9.2 Measuring Central Control Variables
   9.3 Qualitative Measurement Methods
10. Measurement of Brand Status and Brand Equity
   10.1 Reasons for Brand Value Measurement
   10.2 Diagnostic Measurements of Brand Status
   10.3 Evaluative Measurements of Brand Equity

Literature

Compulsory Reading

Further Reading

- Selected papers:
**Study Format Distance Learning**

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**Instructional Methods**

- [ ] Learning Sprints®
- [x] Course Book
- [ ] Vodcast
- [x] Shortcast
- [x] Audio
- [x] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [x] Live Tutorium/Course Feed
Customer Relationship Marketing
Course Code: MWMA02_E

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**Course Description**

The ability of a company to permanently bind customers to its products and/or services through systematic relationship marketing and to continuously increase customer lifetime value is one of the most value-adding activities in business practice. Customer relationship marketing comprises the development, intensification and securing of lasting and profitable customer relationships. With this understanding, the course provides basic orientation knowledge that is essential for understanding the complex CRM approach. In addition to a comprehensive explanation of the essential terms and interrelationships, management concepts are presented which can be used to design the individual phases of the customer relationship in a profitable and customer-oriented manner.

**Course Outcomes**

On successful completion, students will be able to

- explain procedures for customer value-oriented analysis of strategic customer portfolios.
- understand the planning, implementation and control of value-oriented customer relationship strategies
- decide whether customer relationships should be systematically developed, deepened or actively terminated, taking into account the company, customer and competitive situation
- understand the high importance of the relational benefits, their brand- and personal determining factors as well as their value-enhancing character for the company.
- organize the structures and processes of relationship marketing with the help of modern business development in such a way that the contribution to value creation in the company is maximized.

**Contents**

1. Concept and Basics of Customer Relationship Marketing (CRM)
   1.1 An Overview of Customer Relationship Marketing
   1.2 Foundations of Customer Relationship
   1.3 Customer Relationship Marketing System

2. Customer Relationship Strategies
   2.1 Relationship Investment: Creating Value for Customers
   2.2 Emotional Connection to Customers
   2.3 Customer Relationship Quality

www.iubh.de
3. Customer Acquisition
   3.1 Customer Acquisition Strategies
   3.2 Instruments of Customer Acquisition
   3.3 New Customer Management

4. Customer Loyalty
   4.1 Customer Loyalty Management
   4.2 Customer Programs and Other Customer Loyalty Tools
   4.3 Complaints Management

5. Winning Back Customers
   5.1 Recovery Management
   5.2 Analysis of Emigration
   5.3 Instruments of Customer Recovery

6. Electronic Customer Relationship Marketing (eCRM)
   6.1 Fundamentals of eCRM
   6.2 Instruments of eCRM
   6.3 Social CRM

7. Operational CRM Processes
   7.1 IT Systems in CRM
   7.2 Campaign Management
   7.3 Lead Management

8. Analytical CRM Processes
   8.1 Customer Data as a Basis
   8.2 Data Processing in Data Warehouses and OLAP
   8.3 Data Analysis and Data Mining

9. CRM in Selected Sectors
   9.1 CRM in the Consumer Goods Sector
   9.2 CRM in the Capital Goods Sector
   9.3 CRM in the Service Sector
Literature

Compulsory Reading

Further Reading

## Study Format Distance Learning

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
# Communication and Public Relations

**Module Code:** DLMWKPR_E

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### Module Coordinator

Caterina Fox (Communication and Public Relations I) / Caterina Fox (Communication and Public Relations II)

### Contributing Courses to Module

- Communication and Public Relations I (DLMWB01_E)
- Communication and Public Relations II (DLMWB02_E)

### Module Exam Type

#### Split Exam

- Communication and Public Relations I
  - Study Format “Distance Learning”: Written Assessment: Case Study
- Communication and Public Relations II
  - Study Format “Distance Learning”: Written Assessment: Case Study

### Weight of Module

see curriculum
# Module Contents

## Communication and Public Relations I
- General conditions and strategic objectives of communication and public relations
- The instruments of the communication mix, their critical appraisal and fields of application
- Strategic and tactical planning of communication and public relations measures, including agency management and budget planning

## Communication and Public Relations II
- Introduction to the basic processes of perception and identification of target audiences
- Requirements for effective communication and the design of appropriate communication tools
- Basic approaches and instruments for measuring communication results

## Learning Outcomes

### Communication and Public Relations I
On successful completion, students will be able to
- understand the general conditions of communication and assess the consequences for the implementation of communication procedures.
- understand the theory of communication.
- identify and evaluate possible communication strategies and develop them based on their own objectives.
- know basic communication instruments and assess the advantages and disadvantages of the respective measures.
- implement communication strategies by designing measures and instruments, in particular in the form of integrated communication.
- know essential aspects of strategic and tactical communication planning and know approaches and possibilities for budgeting and media planning as well as agency management.
- familiarize themselves with the latest trends in communication and brand policy.

### Communication and Public Relations II
On successful completion, students will be able to
- understand basic perception and assessment processes of communication.
- draw conclusions for the development of communication messages and develop instruments that increase the effect of communication.
- evaluate and optimize communication measures with regard to their effectiveness.
- know instruments for measuring the effect of communication, assess their advantages and disadvantages and use these instruments in daily business.
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Communication and Public Relations I

Course Code: DLMWKB01_E

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**Course Description**

Students become familiar with the general conditions of communication as well as the past, current and future development of the media landscape. Based on the theory of communication, communication strategy with its different aspects is introduced. This scientific foundation provides the basis for discussing appropriate communication instruments, as well as critically assessing their suitability for achieving different communication objectives. The theoretical discussion is supported by practical examples. Furthermore, the basics of communication and media planning, communication budget determination and agency selection and control are taught.

**Course Outcomes**

On successful completion, students will be able to

- understand the general conditions of communication and assess the consequences for the implementation of communication procedures.
- understand the theory of communication.
- identify and evaluate possible communication strategies and develop them based on their own objectives.
- know basic communication instruments and assess the advantages and disadvantages of the respective measures.
- implement communication strategies by designing measures and instruments, in particular in the form of integrated communication.
- know essential aspects of strategic and tactical communication planning and know approaches and possibilities for budgeting and media planning as well as agency management.
- familiarize themselves with the latest trends in communication and brand policy.

**Contents**

1. Introduction to Communication and PR
   1.1 Communication
   1.2 Levels of Communication
   1.3 Public Relations

www.iubh.de
2. General conditions of Communication
   2.1 Development Stages of Corporate Communication
   2.2 The Media Landscape
   2.3 Information Overload
   2.4 Paradigm Shift

3. Communication Policy
   3.1 Corporate Communication and PR
   3.2 Objectives and Stakeholders
   3.3 Integrated Communication

4. Communication Strategies
   4.1 Market and Positioning
   4.2 Target Audience Planning
   4.3 Communication Strategies

5. Communication Tools
   5.1 Categories of Communication Instruments
   5.2 Advertising
   5.3 Social Media and Web 2.0
   5.4 Public Relations

6. Organization of Communication I
   6.1 Communication in Practice
   6.2 The Planning Process

7. Organization of Communication II
   7.1 Agencies: Selection and Briefing
   7.2 Budgeting

8. Developments and Trends
   8.1 Corporate Communication Today and Tomorrow
   8.2 Neuro Marketing
   8.3 Storytelling
   8.4 Mobile Marketing
   8.5 Further Developments
## Literature

### Compulsory Reading

**Further Reading**

**Study Format Distance Learning**

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| Type of Exam | Written Assessment: Case Study |

**Student Workload**

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**Instructional Methods**

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
Communication and Public Relations II
Course Code: DLMWKB02_E

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Course Description
This course expands upon the understanding of communication and public relations with important findings on consumer perception. Students learn to assess basic perception insights from a target audience perspective and apply them to develop communication tools. Furthermore, techniques for creating attention, conveying information, designing experiences, and increasing learning are discussed and supported by practical examples. In addition, students learn about the different approaches and instruments for measuring success and the effect of communication and understand which instrument is suitable for which problem and under which conditions.

Course Outcomes
On successful completion, students will be able to

- understand basic perception and assessment processes of communication.
- draw conclusions for the development of communication messages and develop instruments that increase the effect of communication.
- evaluate and optimize communication measures with regard to their effectiveness.
- know instruments for measuring the effect of communication, assess their advantages and disadvantages and use these instruments in daily business.

Contents
1. Communication and Perception
   1.1 The Effect of Communication
   1.2 Psychological and Neuroscientific Findings
   1.3 Image, Text and Sound in Communication

2. Optimizing Implementation: Organization and Positioning
   2.1 Integrated Communication
   2.2 Positioning

3. Optimizing Implementation: Situation Analysis, Objectives and Target Audiences
   3.1 Situation Analysis
   3.2 Objectives and Planning
   3.3 Target Audiences
4. Planning, Concepts and Staging
   4.1 Strategy and Planning
   4.2 Conceptual Work
   4.3 Dramaturgy and Staging

5. The Media Mix - Practical Examples
   5.1 Television Advertising
   5.2 Live Communication
   5.3 Public Relations

6. Social Media in the Communication Mix
   6.1 Owned, Paid and Earned Media
   6.2 Social Media and Corporate Communication

7. Communication Controlling
   7.1 Added Value Through Communication
   7.2 Strategic and Operational Communication Controlling
   7.3 Instruments

8. Responsible Communication
   8.1 Socially Oriented Communication
   8.2 Corporate Social Responsibility (CSR)
   8.3 Legal Considerations

## Literature

### Compulsory Reading

### Further Reading
# Study Format Distance Learning

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## Instructional Methods

- Learning Sprints®
- Course Book
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- Live Tutorium/Course Feed
### Digital Marketing Controlling

**Module Code:** DLMMAWDMC_E

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**Module Coordinator**

Prof. Dr. Patrick Geus (Advanced Marketing Controlling) / Prof. Dr. Anne-Kristin Langner (Digital Analytics and Strategies)

**Contributing Courses to Module**

- Advanced Marketing Controlling (DLMMAAMC01_E)
- Digital Analytics and Strategies (DLMMADAS01_E)

**Module Exam Type**

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**Weight of Module**

see curriculum
# Module Contents

## Advanced Marketing Controlling
- Classification and tasks of marketing controlling
- The target system of marketing
- Strategic marketing controlling
- Balanced scorecard as a framework for strategic marketing controlling
- Operational marketing controlling
- New approaches and possibilities of market intelligence approaches for marketing controlling

## Digital Analytics and Strategies
- Basics of Digital Analytics
- Metrics of Digital Analytics
- Digital key performance indicators (KPIs) and their analysis
- Digital strategy development
- Further developments and perspectives of Digital Analytics
Learning Outcomes

Advanced Marketing Controlling
On successful completion, students will be able to

▪ understand and design the goals, tasks and functions of marketing controlling in the company.
▪ describe the complex interplay of behavioral and economic success factors and to derive consequences for the design of marketing controlling.
▪ understand and design strategic marketing controlling as well as available concepts and instruments.
▪ understand the concept of the marketing related Balanced Score Card, identify and relate key drivers and metrics of marketing performance.
▪ evaluate the instruments of strategic marketing controlling in terms of content and apply them independently, even in complex conditions.
▪ reflect on the tasks and contents of operative marketing controlling and creatively design and apply instruments and approaches.
▪ calculate performance indicators for customer satisfaction and sales planning and link them to the overall performance goals of the performance measurement system.
▪ evaluate strengths and weaknesses of various marketing control indicators and models.
▪ discuss marketing decisions with regard to their effectiveness and efficiency and to apply and assess different concepts and methods of measuring effectiveness and efficiency in marketing.
▪ evaluate new developments and approaches from marketing intelligence in marketing controlling and apply them independently.

Digital Analytics and Strategies
On successful completion, students will be able to

▪ understand the scope of digital analytics and define the field of web analytics including typical goals and application areas.
▪ understand, select and evaluate central data sources and metrics to analyze and interpret digital marketing data.
▪ independently plan and conduct web analyses, interpret the results, draw conclusions and discuss these.
▪ define key performance indicators (KPIs) of digital analytics and derive specific KPIs to answer potential questions.
▪ conceptually develop, evaluate and optimize a system to measure online performance indicators.
▪ analyze current or newly developed online strategies by looking at the customer journey and designing targeted measures to optimize the process especially at the contact points.
▪ evaluate, reflect and select new digital analysis approaches.
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Advanced Marketing Controlling
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Course Description
Based on the strategic corporate goals, marketing is faced with the challenge of implementing its own measures and ensuring their efficiency and effectiveness. This is the purpose of marketing controlling. Against this background, students learn about the functions and tasks of strategic and operative marketing controlling and understand the interaction of the various target and success factors in marketing. Alternative instruments and methods are reflected upon, analyzed with regard to their respective strengths and weaknesses, and evaluated with regard to their suitability for the various objectives of marketing controlling. In this way, a comprehensive understanding of concepts for measuring and increasing marketing performance on a strategic and operational level can be created. Finally, the possibilities and limitations of the use of market intelligence are highlighted and discussed.

Course Outcomes
On successful completion, students will be able to
- understand and design the goals, tasks and functions of marketing controlling in the company.
- describe the complex interplay of behavioral and economic success factors and to derive consequences for the design of marketing controlling.
- understand and design strategic marketing controlling as well as available concepts and instruments.
- understand the concept of the marketing related Balanced Score Card, identify and relate key drivers and metrics of marketing performance.
- evaluate the instruments of strategic marketing controlling in terms of content and apply them independently, even in complex conditions.
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- calculate performance indicators for customer satisfaction and sales planning and link them to the overall performance goals of the performance measurement system.
- evaluate strengths and weaknesses of various marketing control indicators and models.
- discuss marketing decisions with regard to their effectiveness and efficiency and to apply and assess different concepts and methods of measuring effectiveness and efficiency in marketing.
- evaluate new developments and approaches from marketing intelligence in marketing controlling and apply them independently.
Contents
1. Classification and Tasks of Marketing Controlling
   1.1 Functions and Tasks of Marketing Controlling
   1.2 Organizational Integration of Marketing Controlling

2. The Target System of Marketing
   2.1 Interplay of Behavioral Science and Economic Success Factors
   2.2 Strategic and Operational Goals In Marketing
   2.3 Factors Influencing Marketing Performance

3. Strategic Marketing Controlling
   3.1 Goals and Tasks of Strategic Marketing Controlling
   3.2 Brand Value and Brand Success Controlling
   3.3 Instruments of Strategic Marketing Controlling

4. Balanced Scorecard as a Framework for Strategic Marketing Controlling
   4.1 Operationalization of the Balanced Scorecard in Marketing
   4.2 Presentation of Cause-Effect Relationships in the Strategy Map

5. Operational Marketing Controlling
   5.1 Communication Controlling
   5.2 Controlling the Product Performance
   5.3 Price Controlling
   5.4 Sales Controlling

6. New Approaches and Possibilities of Market Intelligence Approaches for Marketing Controlling
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- ☐ Learning Sprints®
- ☐ Course Book
- ☐ Vodcast
- ☑ Shortcast
- ☑ Audio
- ☑ Exam Template
- ☐ Review Book
- ☐ Creative Lab
- ☐ Guideline
- ☑ Live Tutorium/Course Feed
Digital Analytics and Strategies
Course Code: DLMMADAS01_E

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Course Description
Marketing has a wide range of online instruments and data at its disposal. However, due to the large number of information sources, it is a challenge to extract data, information and key figures based on their valuable contribution to online marketing strategies. Building on the theoretical foundations of suitable metrics to describe and analyze user behavior, key performance indicators (KPIs) are developed, discussed and reflected with regard to their relevance in online marketing. Subsequently, the acquired knowledge is transferred into online strategies, content marketing measures and online campaigns. The course concludes with the identification and discussion of further development possibilities and digital analytic trends in marketing.

Course Outcomes
On successful completion, students will be able to

- understand the scope of digital analytics and define the field of web analytics including typical goals and application areas.
- understand, select and evaluate central data sources and metrics to analyze and interpret digital marketing data.
- independently plan and conduct web analyses, interpret the results, draw conclusions and discuss these.
- define key performance indicators (KPIs) of digital analytics and derive specific KPIs to answer potential questions.
- conceptually develop, evaluate and optimize a system to measure online performance indicators.
- analyze current or newly developed online strategies by looking at the customer journey and designing targeted measures to optimize the process especially at the contact points.
- evaluate, reflect and select new digital analysis approaches.

Contents
1. Basics of Digital Analytics
   1.1 Introduction and Definition of Digital Analytics
   1.2 Goals of Digital Analytics
   1.3 Data and Information Sources
   1.4 Legal Framework
2. Metrics of Digital Analytics
   2.1 Fundamentals of Metrics
   2.2 Hits, Page Views, Visits and Visitors
   2.3 Other Metrics
   2.4 Limits of Metrics: Inaccuracies and Ambiguities

3. Digital Key Performance Indicators (KPIs) and Their Analysis
   3.1 Search Engine Marketing: Key Figures and Analytical Approaches
   3.2 Social Media: Monitoring and Analytical Approaches
   3.3 Website: Key Figures and Analytical Approaches
   3.4 Email: Key Figures and Analytical Approaches

4. Digital Strategy Development
   4.1 Fundamentals of the Customer Journey
   4.2 Derivation of Digital Marketing Goals Along the Customer Journey
   4.3 Application and Design Possibilities for Digital and Mobile Campaigns
   4.4 Application and Design Possibilities for Content Marketing
   4.5 Monitoring The Implementation of Strategies and Measures

5. Further Developments and Perspectives of Digital Analytics

Literature

Compulsory Reading

Further Reading

### Study Format Distance Learning

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| Type of Exam                      | Written Assessment: Case Study |

### Student Workload

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template

- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed

www.iubh.de
UI/UX Expert  
Module Code: DLMAIEUIUX

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Module Coordinator
Prof. Dr. Adelka Niels (User Interface and Experience) / Prof. Dr. Adelka Niels (Project: Human Computer Interaction)

Contributing Courses to Module
- User Interface and Experience (DLMAIEUIUX01)
- Project: Human Computer Interaction (DLMAIEUIUX02)

Module Exam Type

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Weight of Module
see curriculum
Module Contents

User Interface and Experience
- ROI of UX design
- Role and mindset of UX design in IT projects
- The UX design process
- UX psychology: How the human mind works
- User research
- UX design basics

Project: Human Computer Interaction
In this course the students will gain practical experience in user experience design. They will conduct user testing for a given user interface and work on developing improvements. The work process and the results will become part of a portfolio.

Learning Outcomes

User Interface and Experience
On successful completion, students will be able to
- Understand what design is about and the crucial aspects of good design
- Understand and define the role of the UI/UX designer within a project.
- Explain the UX design process and the user-centered mindset.
- Advocate the importance of UX design for IT projects.
- Describe the basic methods of user research, user testing, and user-centered design.

Project: Human Computer Interaction
On successful completion, students will be able to
- Evaluate the usability of a user interface.
- Conduct user testing.
- Understand the practical implications of putting users first.
- Make small changes in existing user interfaces and recognize the situations in which a user experience designer should be consulted.

Links to other Modules within the Study Program
This module is similar to other modules in the fields of Data Science & Artificial Intelligence

Links to other Study Programs of IUBH
All Master Programs in the IT & Technology fields
User Interface and Experience

Course Code: DLMAIEUIUX01

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**Course Description**
UX design is crucial to the development of new IT services and applications and enhances the quality of the outcome. Applying UX design techniques can significantly and positively change the software development process, and good UX design is the result of effective teamwork. Within this course the students will understand the mindset, basic techniques, and impact of UX design on IT projects. They will learn how the UX design process works and the role of the UX designer within IT projects. They will also gain skills in the type of collaboration that produces the best results. Using their basic knowledge about good design, the students will know when it is appropriate that they make small changes to UIs themselves and when it is time to consult a designer.

**Course Outcomes**
On successful completion, students will be able to

- Understand what design is about and the crucial aspects of good design
- understand and define the role of the UI/UX designer within a project.
- explain the UX design process and the user-centered mindset.
- advocate the importance of UX design for IT projects.
- describe the basic methods of user research, user testing, and user-centered design.

**Contents**
1. ROI of UX design
   1.1 Efficacy
   1.2 Efficiency
   1.3 The impact of design on use errors
2. Role and Mindset of UX design in IT projects
   2.1 The role of UX design: the UX designer
   2.2 The UX mindset: putting the user first
3. The UX design Process
   3.1 In a waterfall process environment
   3.2 In an agile process environment
4. UX Psychology: How the Human Mind Works
   4.1 Perceptual psychology
   4.2 Information processing
   4.3 Decision-making
   4.4 Situation awareness
   4.5 Errors

5. User Research
   5.1 The benefit of user research
   5.2 Basic research techniques
   5.3 User testing

6. UX design Basics
   6.1 Interaction design
   6.2 Information architecture
   6.3 Screen design
   6.4 Graphic design
   6.5 Rules of good design

Literature

Compulsory Reading

Further Reading
## Study Format Distance Learning

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
Project: Human Computer Interaction
Course Code: DLMAIEUIUX02

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**Course Description**
In this course the students will gain practical experience in user experience design. They will set up and conduct a user testing for a given user interface and develop improvements. The work process and the results will become part of a portfolio.

**Course Outcomes**
On successful completion, students will be able to
- evaluate the usability of a user interface.
- conduct user testing.
- understand the practical implications of putting users first.
- make small changes in existing user interfaces and recognize the situations in which a user experience designer should be consulted.

**Contents**
- User experience design focuses on the needs of users. Within this portfolio project the students put into practice basic techniques which lead to good user-centered design. They learn how to test the user experience and usability of an application by conducting user tests, and they also learn how to develop and test ideas for improvement. Students will finish this course having gained practical experience working within the mindset of putting users first.
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<td>▪ Barnum, C. (2010): Usability Testing Essentials: Ready, Set...Test!, Morgan Kaufmann, Burlington, USA</td>
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| Type of Exam | Portfolio |

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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed

www.iubh.de
## Business Analyst
**Module Code:** DLMDSEBA

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### Module Coordinator
Prof. Dr. Peter Poensgen (Business Intelligence I) / Prof. Dr. Peter Poensgen (Project: Business Intelligence)

### Contributing Courses to Module
- Business Intelligence I (DLMDSEBA01)
- Project: Business Intelligence (DLMDSEBA02)

### Module Exam Type

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### Weight of Module
see curriculum
Module Contents

**Business Intelligence I**
- Data acquisition and dissemination
- Data warehouse and multidimensional modeling
- Analytical systems

**Project: Business Intelligence**
Implementation of a business intelligence use case.

Learning Outcomes

**Business Intelligence I**
On successful completion, students will be able to
- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.

**Project: Business Intelligence**
On successful completion, students will be able to
- transfer knowledge of business intelligence methodology to real-world use cases.
- analyze the suitability of different approaches with respect to the project task.
- critically reason about relevant design choices.
- make apposite architectural choices.
- formulate and implement a business intelligence use case.

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

Links to other Study Programs of IUBH
All Master Programs in the IT & Technology fields
Business Intelligence I
Course Code: DLMDSEBA01

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Course Description
Business Intelligence is about the generation of information based on operational data. It is used to enable goal-oriented management practices as well as the optimization of relevant business activities. This course introduces and discusses techniques, methods, and models for data provisioning and the generation, analysis, and dissemination of information.

Course Outcomes
On successful completion, students will be able to
- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information. select apposite business intelligence methods for given requirements.

Contents
1. Motivation and Introduction
   1.1 Motivation and historical development of the field
   1.2 Business intelligence as a framework
2. Data Provisioning
   2.1 Operative and dispositive systems
   2.2 The data warehouse concept
   2.3 Architecture variants
3. Data Warehouse
   3.1 The ETL-Process
   3.2 DWH and Data-Mart concepts
   3.3 ODS and meta-data
4. Modeling Multidimensional Dataspaces
   4.1 Data modeling
   4.2 OLAP-Cubes
   4.3 Physical storage concepts
   4.4 Star-Schema and Snowflake-Schema
   4.5 Historization

5. Analytical Systems
   5.1 Freeform data analysis and OLAP
   5.2 Reporting systems
   5.3 Model-based analytical systems
   5.4 Concept-oriented systems

6. Distribution and Access
   6.1 Information distribution
   6.2 Information access

Literature

Compulsory Reading

Further Reading

**Study Format Distance Learning**

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**Instructional Methods**

- [ ] Learning Sprints®
- [x] Course Book
- [ ] Vodcast
- [x] Shortcast
- [x] Audio
- [ ] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [x] Guideline
- [ ] Live Tutorium/Course Feed
Project: Business Intelligence

Course Code: DLMDSEBA02

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Course Description
In this course the students will transfer knowledge of business intelligence approaches and methods to the implementation of a real-world business analytical use case. To accomplish this goal, students must look closely at the given task and find an apposite approach by analyzing, evaluating, and comparing different solution strategies and their constituent parts. The found solution then has to be implemented in order to arrive at a running business analytical system.

Course Outcomes
On successful completion, students will be able to

▪ transfer knowledge of business intelligence methodology to real-world use cases.
▪ analyze the suitability of different approaches with respect to the project task.
▪ critically reason about relevant design choices.
▪ make apposite architectural choices.
▪ formulate and implement a business intelligence use case.

Contents
This second course in the Business Analyst specialization aims at the practical implementation of a business intelligence project. Students can choose from a list of project topics or contribute their own ideas.

Literature

Compulsory Reading

Further Reading

## Study Format Distance Learning

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## Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcut
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
# Product Development and Design Thinking

**Module Code:** DLMBPDDT

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**Module Coordinator**

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

**Contributing Courses to Module**

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

**Module Exam Type**

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**Weight of Module**

see curriculum
Module Contents

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

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

Learning Outcomes

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

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

Links to other Modules within the Study Program
This module is similar to other modules in the field of Design

Links to other Study Programs of IUBH
All Master Programs in the Design, Architecture & Construction fields
Product Development

Course Code: DLMBPDDT01

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

Course Outcomes
On successful completion, students will be able to

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

Contents
1. Introduction
   1.1 Basic Definitions
   1.2 The Product Development Process
   1.3 Indicators and Metrics
   1.4 Product Development Models
   1.5 Current Trends in Product Development

2. The Product Development Process
   2.1 Planning
   2.2 Concept Development
   2.3 Design
   2.4 Testing and Refinement
   2.5 Production and Ramp-up
3. Product Development Approaches
   3.1 Lean Product Development
   3.2 Design Thinking
   3.3 Human-Centered Design
   3.4 User Experience Strategy
   3.5 Open Innovation

4. Digital Tools
   4.1 Computer-Aided Design
   4.2 Computer-Aided Quality
   4.3 Product Data Management
   4.4 Product Lifecycle Management

5. Organizational Perspective
   5.1 Incremental, Platform, and Breakthrough Development
   5.2 Building Teams
   5.3 Political Issues in Organizations
   5.4 Distributed New Product Development

**Literature**

**Compulsory Reading**

**Further Reading**
# Study Format Distance Learning

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<th>Tutorial</th>
<th>Self Test</th>
<th>Practical Experience</th>
<th>Hours Total</th>
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<tbody>
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<td>30 h</td>
<td>0 h</td>
<td>150 h</td>
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## Instructional Methods

- [ ] Learning Sprints®
- [ ] Course Book
- [ ] Vodcast
- [x] Shortcast
- [x] Audio
- [x] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [ ] Live Tutorium/Course Feed
Design Thinking
Course Code: DLMBPDDT02

<table>
<thead>
<tr>
<th>Study Level</th>
<th>Language of Instruction</th>
<th>Contact Hours</th>
<th>CP</th>
<th>Admission Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>MA</td>
<td>English</td>
<td>CP 5</td>
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</table>

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

Course Outcomes
On successful completion, students will be able to
- comprehend, critically reflect on, and adopt the Design Thinking mindset.
- understand the inspiration, ideation, and implementation phases.
- evaluate and identify appropriate methods from the toolbox of human-centered design for given design tasks and challenges.

Contents
- The course covers current topics and trends in Design Thinking, illustrating some methods and techniques as well as case studies. Each participant must create a project report on a chosen project, where he/she describes the application of the Design Thinking approach to a real product development scenario.
<table>
<thead>
<tr>
<th>Literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compulsory Reading</td>
</tr>
<tr>
<td>Further Reading</td>
</tr>
<tr>
<td>▪ Lockwood, T., &amp; Papke, E. (n.d.). Innovation by design: how any organization can leverage design thinking to produce change, drive new ideas, and deliver meaningful solutions.</td>
</tr>
</tbody>
</table>
### Study Format Distance Learning

<table>
<thead>
<tr>
<th>Study Format</th>
<th>Course Type</th>
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<td>Distance Learning</td>
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### Information about the examination

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<tr>
<th>Examination Admission Requirements</th>
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<tr>
<td>Course Evaluation: no</td>
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<td>Type of Exam</td>
<td>Written Assessment: Project Report</td>
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### Student Workload

<table>
<thead>
<tr>
<th>Self Study</th>
<th>Presence</th>
<th>Tutorial</th>
<th>Self Test</th>
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### Instructional Methods

- [ ] Learning Sprints®
- [ ] Course Book
- [ ] Vodcast
- [ ] Shortcast
- [ ] Audio
- [ ] Exam Template
- [ ] Review Book
- [ ] Creative Lab
- [ ] Guideline
- [ ] Live Tutorium/Course Feed
# Master Thesis

**Module Code:** DLMMTHES

<table>
<thead>
<tr>
<th>Module Type</th>
<th>Admission Requirements</th>
<th>Study Level</th>
<th>CP</th>
<th>Student Workload</th>
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<tbody>
<tr>
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<th>Duration</th>
<th>Regularly offered in</th>
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<tbody>
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<td>see curriculum</td>
<td>Minimum 1 semester</td>
<td>WiSe/SoSe</td>
<td>English</td>
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</table>

**Module Coordinator**

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

**Contributing Courses to Module**

- Master Thesis (DLMMTHES01)
- Colloquium (DLMMTHES02)

**Module Exam Type**

<table>
<thead>
<tr>
<th>Module Exam</th>
<th>Split Exam</th>
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<tbody>
<tr>
<td>Master Thesis</td>
<td><strong>Master Thesis</strong></td>
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<tr>
<td></td>
<td>• Study Format “Fernstudium”: Written Assessment: Master Thesis (90)</td>
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<tr>
<td></td>
<td><strong>Colloquium</strong></td>
</tr>
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<td></td>
<td>• Study Format “Fernstudium”: Presentation: Colloquium (10)</td>
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</table>

**Weight of Module**

see curriculum
### Module Contents

<table>
<thead>
<tr>
<th>Master Thesis</th>
<th>Colloquium</th>
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</thead>
<tbody>
<tr>
<td>▪ Written Master Thesis</td>
<td>▪ Thesis Defense</td>
</tr>
</tbody>
</table>

### Learning Outcomes

#### Master Thesis

On successful completion, students will be able to

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

#### Colloquium

On successful completion, students will be able to

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

### Links to other Modules within the Study Program

All modules in the master program

### Links to other Study Programs of IUBH

All Master Programmes
Master Thesis
Course Code: DLMMTHES01

<table>
<thead>
<tr>
<th>Study Level</th>
<th>Language of Instruction</th>
<th>Contact Hours</th>
<th>CP</th>
<th>Admission Requirements</th>
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</thead>
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<tr>
<td>MA</td>
<td>English</td>
<td></td>
<td></td>
<td>See current study and exam regulations (SPO)</td>
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</tbody>
</table>

**Course Description**

The aim and purpose of the Master's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the Master's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyse a selected problem with scientific methods, critically evaluate it and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic to be chosen by the student from the respective field of study should not only prove the acquired scientific competences, but should also deepen and round off the academic knowledge of the student in order to optimally align his professional abilities and skills with the needs of the future field of activity.

**Course Outcomes**

On successful completion, students will be able to

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

**Contents**

- Within the framework of the Master's thesis, the problem as well as the scientific research goal must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove his ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.
### Literature

#### Compulsory Reading

#### Further Reading

- Hunziker, A. W. (2010): Fun at scientific work. This is how you write a good semester, bachelor or master thesis. 4th edition, SKV, Zurich.
- Selection of literature according to topic
### Study Format Fernstudium

<table>
<thead>
<tr>
<th>Study Format</th>
<th>Course Type</th>
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<tbody>
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### Information about the examination

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<tbody>
<tr>
<td>Course Evaluation: no</td>
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| Type of Exam                       | Written Assessment: Master Thesis |

### Student Workload

<table>
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<th>Self Study</th>
<th>Presence</th>
<th>Tutorial</th>
<th>Self Test</th>
<th>Practical Experience</th>
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### Instructional Methods

- Learning Sprints®
- Course Book
- Vodcast
- Shortcast
- Audio
- Exam Template
- Review Book
- Creative Lab
- Guideline
- Live Tutorium/Course Feed
# Colloquium

**Course Code:** DLMMTHES02

<table>
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<tr>
<th>Study Level</th>
<th>Language of Instruction</th>
<th>Contact Hours</th>
<th>CP</th>
<th>Admission Requirements</th>
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<td>1.5</td>
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</table>

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

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

## Literature

### Compulsory Reading

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

<table>
<thead>
<tr>
<th>Study Format</th>
<th>Course Type</th>
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</thead>
<tbody>
<tr>
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### Information about the examination

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<table>
<thead>
<tr>
<th>Type of Exam</th>
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<td>Presentation: Colloquium</td>
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### Student Workload

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<th>Hours Total</th>
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### Instructional Methods

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