MODULE HANDBOOK

Bachelor of Arts

Bachelor of Business Administration (FS-BABA)

180 ECTS

Distance Learning

iu
INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Contents

5. Semester

Module DLBDSEAS: Applied Sales

1. Semester

Academic Integrity and Writing for Business
Module Code: DLBBAAIWB_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Academic Integrity and Writing for Business (DLBBAAIWB01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Written Assessment: Written Assignment	
Weight of Module	
see curriculum	

Module Contents

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

Learning Outcomes

Academic Integrity and Writing for Business

On successful completion, students will be able to

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

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

Academic Integrity and Writing for Business

Course Code: DLBBAAIWB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Academic Integrity
    1.1   Key Elements of Academic Integrity
    1.2   Plagiarism...
    1.3   How to avoid Plagiarism

2. Introduction to Academic Referencing
    2.1   Using Sources from other Authors in Academic Writing
    2.2   Citation and the List of Literature
    2.3   Referencing Styles

3. Work with Academic Resources
    3.1   How to employ Academic Data Bases
    3.2   Search in Data Bases
    3.3   Administration of Sources

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☐ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Business 101

Module Code: DLBBAB_E

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

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

Module Coordinator

Prof. Dr. Markus Prandini (Business 101)

Contributing Courses to Module

- Business 101 (DLBBAB01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Business 101

On successful completion, students will be able to

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

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

Business 101

Course Code: DLBBAB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Businesses and their environment
    1.1 Concepts of business
    1.2 A system of economic relationships
    1.3 Business environment

2. Types of business organizations
    2.1 Companies in production and service
    2.2 Divisions of companies

3. Management and structure of business
    3.1 Basics of Business Management
    3.2 Functions of organizations, managers and control
    3.3 The decision making process
    3.4 Organizational structure of business

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

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

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

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

Literature
Compulsory Reading
Further Reading

Further Reading
- Collins, J. (2011). Good to great: Why some companies make the leap...and others don't. Harper Business.
- Covey, S. (1989) The 7 habits of highly effective people: Powerful lessons in personal change. Free Press.
- Miller, J. (2004). QBQ! The question behind the question. Penguin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Managerial Economics
Module Code: DLBBWME_E

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Managerial Economics)

Contributing Courses to Module

- Managerial Economics (DLBBWME01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Managerial Economics

On successful completion, students will be able to

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

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

Managerial Economics

Course Code: DLBBWME01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics
   1.1 Definitions & Main Topics of Economics
   1.2 Thinking like an Economist

2. The Invisible Hand of the Market
   2.1 Supply and Demand
   2.2 Market Balance
   2.3 Flexibility
   2.4 Applications

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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☐ Guideline
☑ Live Tutorium/Course Feed

Introduction to Academic Work
Module Code: DLBCSIAW

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

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

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

Contributing Courses to Module
▪ Introduction to Academic Work (DLBCSIAW01)

Module Exam Type	
Module Exam Study Format: Distance Learning Workbook	**Split Exam**
Weight of Module s. Curriculum/see curriculum	

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

Learning Outcomes

Introduction to Academic Work

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

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

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

Introduction to Academic Work

Course Code: DLBCSIAW01

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

Course Description

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

Course Outcomes

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

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

Contents

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

2. Application of Good Scientific Practice

    2.1   Research Ethics

    2.2   Evidence Teaching

    2.3   Data Protection and Affidavit

    2.4   Orthography and Shape

    2.5   Identification and Delimitation of Topics

    2.6   Research Questions and Structure

3. Research Methods

    3.1   Empirical Research

    3.2   Literature and Reviews

    3.3   Quantitative Data Collection

    3.4   Qualitative Data Collection

    3.5   Mix of Methods

    3.6   Critique of Methods and Self-Reflection

4. Librarianship: Structure, Use, and Literature Management

    4.1   Plagiarism Prevention

    4.2   Database Research

    4.3   Literature Administration

    4.4   4.4 Citation and Author Guidelines

    4.5   4.5 Bibliography

5. Scientific Work at the IUBH – Research Essay

6. Scientific Work at the IUBH - Project Report

7. Scientific Work at the IUBH - Case Study

8. Scientific Work at the IUBH - Bachelor Thesis

9. Scientific Work at the IUBH – Oral Assignment

10. Scientific Work at the IUBH – Oral Project Report

11. Scientific Work at the IUBH - Colloquium

12. Scientific Work at the IUBH - Portfolio

13. Scientific Work at the IUBH - Exam

Literature
Compulsory Reading
Further Reading ▪ American Psychological Association. (2010). Publication Manual of the American Psychological Association. Washington, D.C.: American Psychological Association. ▪ Braunecker, C. (2016). How to do Empirie, how to do SPSS: eine Gebrauchsanleitung. Vienna, Austria: UTB. ▪ Döring, N. & Bortz, J. (2016). Forschungsmethoden und evaluation: Für human- und sozialwissenschaftler (5th ed). Heidelberg, Germany: Springer Medizin. ▪ Cole, T., Duval, D. T., & Shaw, G. (2013). Student's guide to writing dissertations and theses in tourism studies and related disciplines. New York, NY: Routledge. ▪ Hug, T. & Poscheschnik, G. (2015). Empirisch forschen (2nd ed.). Vienna, Austria: Huter & Roth KG. ▪ Meriam Library at California State University Chico. (2010). Evaluating information: Applying the CRAAP Test [PDF File]. (available free online) ▪ Rea, L. M. & Parker, R. A. (2014). Designing and conducting survey research: A comprehensive guide (4th ed.). San Francisco, CA: Jossey-Bass

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Principles of Management
Module Code: DLBBAPM_E

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

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

Module Coordinator
Prof. Dr. Markus Prandini (Principles of Management)

Contributing Courses to Module
▪ Principles of Management (DLBBAPM01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Written Assessment: Case Study	
Weight of Module	
see curriculum	

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

Learning Outcomes
Principles of Management
On successful completion, students will be able to
▪ understand the functions, roles and influencing-factors of management. ▪ explain the decision-making process. ▪ discuss basic corporate und competitive strategies. ▪ analyze organizational structures and designs. ▪ transfer knowledge about basic principles of management to real-world cases.

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

Principles of Management

Course Code: DLBBAPM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Management
    1.1 Functions, Roles and Skills of Managers
    1.2 Influencing Factors on Managers' Tasks
    1.3 History of Management

2. Managerial Decision-Making
    2.1 Decision-Making Process
    2.2 Approaches to Decision Making
    2.3 Types of Decisions and Decision-Making Conditions

3. Planning and Goal-Setting
    3.1 The Role of Planning
    3.2 Goals and Plans
    3.3 Setting Goals and Developing Plans

4. Strategic Planning

    4.1 Strategic Management

    4.2 The Strategic Management Process

    4.3 Corporate Strategies

    4.4 Competitive Strategies

5. Organizing

    5.1 Organizational Structures and Design

    5.2 Organizational Change

    5.3 Managing Change

6. Leading

    6.1 Interpersonal and Organizational Communication

    6.2 Organizational Behavior

    6.3 Leadership

7. Controlling

    7.1 The Control Process

    7.2 Tools for Measuring Organizational Performance

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
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☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Global Corporations and Globalization
Module Code: DLBINTGUG_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Global Corporations and Globalization

On successful completion, students will be able to

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

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

Global Corporations and Globalization

Course Code: DLBLOGC101_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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

2. Semester

Business Mathematics

Module Code: BWMA_E

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

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

Module Coordinator
Prof. Dr. Andreas Herrmann (Business Mathematics)

Contributing Courses to Module
▪ Business Mathematics (BWMA01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module	
see curriculum	

Module Contents
▪ Basics of Analysis ▪ Functions ▪ Differential Calculus ▪ Multivariate Functions ▪ Sequences and Series ▪ Integral Calculus

Learning Outcomes
Business Mathematics
On successful completion, students will be able to
▪ identify basic economic mathematical tools and methods, recall them if necessary and apply them to other economic problems.
▪ understand mathematical derivations in later modules.
▪ access their own analytical conclusions.
▪ recognize quantitative relationships independently.

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

Business Mathematics

Course Code: BWMA01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Analysis
    1.1   Arithmetic and Algebraic Basics
    1.2   Sums and Products
    1.3   Equations
    1.4   Inequalities

2. Functions
    2.1   Introduction
    2.2   Forms of Data Depiction
    2.3   Features of Functions
    2.4   Basic Function Types
    2.5   Selected Economic Applications

3. Differential Calculus I

    3.1   Difference and Differential Quotient

    3.2   Derivative Methods

    3.3   Higher Derivations

    3.4   Meaning of First and Second Derivation

4. Differential Calculus II: Applications

    4.1   Marginal Analysis

    4.2   Curve Sketching

    4.3   Cournot Point

5. Multivariate functions

    5.1   Linear and Non-Linear Multivariate Functions

    5.2   Partial Derivatives

    5.3   Determination of Extreme Values

    5.4   Determination of Extreme Values Subject to Constraint

6. Sequences and Series

    6.1   Arithmetic and Geometric Sequences

    6.2   Arithmetic and Geometric Sequences

    6.3   Financial Mathematical Applications

7. Integral Calculus

    7.1   Indefinite Integrals

    7.2   Definite Integrals

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

BWMA01_E

Organizational Behavior

Module Code: DLBBWOB_E

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

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

Module Coordinator

Prof. Dr. Karin Halbritter (Organizational Behavior)

Contributing Courses to Module

- Organizational Behavior (DLBBWOB01_E)

Module Exam Type

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

Weight of Module
see curriculum

Module Contents

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

Learning Outcomes

Organizational Behavior

On successful completion, students will be able to

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

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

Organizational Behavior

Course Code: DLBBWOB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Target Figures: Performance and Commitment

    2.1   Performance

    2.2   Commitment

3. Organizational Mechanisms

    3.1   Corporate Structure

    3.2   Corporate Culture

4. Group-Related Mechanisms

    4.1   Management Styles

    4.2   Power Structures

    4.3   Negotiation Strategies

    4.4   Team Dynamics

    4.5   Diversity

5. Individual Characteristics

    5.1   Skill and Intellect

    5.2   Personality

6. Individual Mechanisms

    6.1   Job Satisfaction

    6.2   Stress

    6.3   Motivation

    6.4   Trust

    6.5   Integrity

    6.6   Learning and Decision-Making

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
110 h	0 h	20 h	20 h	0 h	150 h

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

DLBBWOB01_E

Management Accounting

Module Code: DLBMAE

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

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

Module Coordinator

Prof. Dr. Muhammad Ashfaq (Management Accounting)

Contributing Courses to Module

- Management Accounting (DLBMAE01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam or Written Assessment: Written Assignment	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes
Management Accounting
On successful completion, students will be able to
▪ differentiate the management accounting and control function from the financial accounting and the financial management function.
▪ understand the cost structure and discuss the cost aspects of business operation.
▪ analyze and apply the tools for viewing and differentiating costs and utilize them to ameliorate business decision-making.
▪ discuss how the budgeting process and variance analysis works to implement the management control function.

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

Management Accounting

Course Code: DLBMAE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Management Accounting
    1.1 Financial vs. Management/Cost Accounting
    1.2 Definition of Cost
    1.3 Considering the Contemporary Business World Context
    1.4 Cost Behavior: Fixed and Variable Costs

2. Cost-Volume-Profit Analysis
    2.1 Break-Even Analysis
    2.2 Cost Structure and Operating Leverage
    2.3 Cost Structure and Variabilization

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Supply Chain Management I
Module Code: DLBDSESCM1

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

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

Module Coordinator

N.N. (Supply Chain Management I)

Contributing Courses to Module

- Supply Chain Management I (DLBDSESCM01)

Module Exam Type	
Module Exam Study Format: Distance Learning Module Exam	**Split Exam**
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Supply Chain Management I

On successful completion, students will be able to

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

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

Supply Chain Management I

Course Code: DLBDSESCM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

International Marketing

Module Code: DLBDSEIMB1

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

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

Module Coordinator
Caterina Fox (International Marketing)

Contributing Courses to Module
▪   International Marketing (DLBDSEIMB01)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module	
see curriculum	

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

Learning Outcomes
International Marketing
On successful completion, students will be able to
▪ understand basic aspects of international strategic marketing.
▪ analyze cultural differences and their impact on international marketing.
▪ apply selected concepts of the international marketing mix.
▪ describe the possibilities of international market research and its influence on consumer behavior.
▪ recognize the necessity of international brand controlling and quality management.
▪ reproduce theoretical knowledge using case studies.

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

International Marketing

Course Code: DLBDSEIMB01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Strategic International Marketing
   1.1 Internationalization
   1.2 Theoretical Foundations of International Market Entry Strategies
   1.3 Forms of International Market Entry

2. Cultural Differences as an Aspect of International Marketing
   2.1 Overview of Culture
   2.2 Cultural Model Based on Hofstede
   2.3 Cultural Model Based on Trompenaars

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

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

Statistics: Probability and Descriptive Statistics
Module Code: DLBDSSPDS

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

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

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

Contributing Courses to Module
▪ Statistics: Probability and Descriptive Statistics (DLBDSSPDS01)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module see curriculum	

Module Contents
▪ Probability ▪ Random variables ▪ Joint distributions ▪ Expectation and variance ▪ Inequalities and limit theorems

Learning Outcomes

Statistics: Probability and Descriptive Statistics

On successful completion, students will be able to

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

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

Statistics: Probability and Descriptive Statistics

Course Code: DLBDSSPDS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Probability
    1.1 Definitions
    1.2 Independent events
    1.3 Conditional probability
    1.4 Bayesian statistics

2. Random Variables
    2.1 Random Variables
    2.2 Distribution functions and probability mass functions
    2.3 Important discrete probability distributions
    2.4 Important continous probability distributions

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

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

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

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☑ Review Book
☐ Creative Lab
☐ Guideline
☐ Live Tutorium/Course Feed

DLBDSSPDS01

3. Semester

Corporate Finance and Investment
Module Code: DLBCFIE

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

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

Module Coordinator

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

Contributing Courses to Module

- Corporate Finance and Investment (DLBCFIE01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Written Assignment	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Corporate Finance and Investment

On successful completion, students will be able to

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

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

Corporate Finance and Investment

Course Code: DLBCFIE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Entrepreneurship and Innovation
Module Code: DLBBAEI_E

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

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

Module Coordinator

Prof. Dr. Mirko Bendig (Entrepreneurship and Innovation)

Contributing Courses to Module

- Entrepreneurship and Innovation (DLBBAEI01_E)

Module Exam Type

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

Weight of Module
see curriculum

Module Contents
- Entrepreneurship
- The Entrepreneur
- The Entrepreneurial Process
- Innovation
- Planning, Business Models and Strategy

Learning Outcomes

Entrepreneurship and Innovation

On successful completion, students will be able to

- understand the core principles of entrepreneurship.
- define the main characteristics of entrepreneurs as well as their motivations and their behavior.
- describe the entrepreneurial process with its different stages.
- recognize problems and negative side effects of entrepreneurship.
- define innovation and explain the innovation lifecycle.
- understand a business plan and what defines a business model.

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

Entrepreneurship and Innovation

Course Code: DLBBAEI01_E

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

Course Description

Entrepreneurship and innovation are the basis and one of the driving forces of every economy. Entrepreneurship and innovation are of great importance in every phase of the economic development cycle. They are important drivers for competition, competitiveness and survival in globalized markets. In this module, students are familiarized with the ideas, motives and concepts of entrepreneurship. They also get an overview of the identification, evaluation and further development of innovations.

Course Outcomes

On successful completion, students will be able to

- understand the core principles of entrepreneurship.
- define the main characteristics of entrepreneurs as well as their motivations and their behavior.
- describe the entrepreneurial process with its different stages.
- recognize problems and negative side effects of entrepreneurship.
- define innovation and explain the innovation lifecycle.
- understand a business plan and what defines a business model.

Contents

1. Entrepreneurship
    1.1 Defining Entrepreneurship
    1.2 Benefits of Entrepreneurial Activity
    1.3 Types of Entrepreneurs
    1.4 Global Trends in Entrepreneurship

2. The Entrepreneur
    2.1 Defining Entrepreneur
    2.2 Characteristics of Entrepreneurs
    2.3 Entrepreneurial Motivation and Behavior

3.   The Entrepreneurial Process

    3.1   Stages of the Entrepreneurial Process

    3.2   Venture Creation

    3.3   Creativity Management and Time Pressure

4.   Innovation

    4.1   Defining Innovation

    4.2   Innovation Lifecycle

    4.3   Sources of Innovation

    4.4   Encouraging Entrepreneurship and Innovation

5.   Planning, Business Models and Strategy

    5.1   Business Plan

    5.2   Designing a Business Model

    5.3   Developing a Business Strategy

Literature
Compulsory Reading
Further Reading ▪ Bessant, J.R./Tidd, J. (2015): Innovation and Entrepreneurship. 3rd ed., Wiley, Hoboken. ▪ Mazzarol, T./Reboud, S. (2020): Entrepreneurship and Innovation – Theory, Practice and Context. 4th ed., Springer, Singapore. ▪ Mazzarol, T./Reboud, S. (2020): Workbook for Entrepreneurship and Innovation – Theory, Practice and Context. 4th ed., Springer, Singapore.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

International HR Management

Module Code: DLBINTIHR_E

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

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

Module Coordinator

N.N. (International HR Management)

Contributing Courses to Module

- International HR Management (DLBINTIHR01_E)

Module Exam Type

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

Weight of Module
see curriculum

Module Contents

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

Learning Outcomes

International HR Management

On successful completion, students will be able to

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

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

International HR Management

Course Code: DLBINTIHR01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Service Operations Management

Module Code: DLMSM

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

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

Module Coordinator

N.N. (Service Operations Management)

Contributing Courses to Module

- Service Operations Management (DLMSM01)

Module Exam Type

Module Exam	Split Exam
Study Format: Fernstudium Written Assessment: Written Assignment	

Weight of Module
see curriculum

Module Contents

- The characteristics of service operations management
- Process strategy
- Service design decisions
- Forecasting
- Capacity management
- Facilities management
- Improvement
- Supply chains in services
- Customer experience

Learning Outcomes

Service Operations Management

On successful completion, students will be able to

- create efficient service production delivery systems.
- forecast and use capacity, resource, and supply chain management strategies.
- transform service inputs into service outputs effectively.
- understand various service operations subsystems and tools.
- use process, quality, and project management concepts.
- develop an operations strategy.
- design a service to optimum customer satisfaction level.

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

Service Operations Management

Course Code: DLMSM01

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

Course Description

The goal of service operations management is to create and improve service processes to achieve increases in productivity and quality. These strategies are applicable across a wide variety of industries and departments.Managers must understand how service companies create efficient service production and delivery systems while adhering to customer expectations. Proper operations management uses various interdependent tools and subsystems to increase efficiency, effectiveness, and productivity at the lowest possible cost. Forecasting, capacity management, resource management, supply chain management, process management, quality management, and project management strategies are used interchangeably by effective managers to design and implement a service to optimum customer satisfaction levels.

Course Outcomes

On successful completion, students will be able to

- create efficient service production delivery systems.
- forecast and use capacity, resource, and supply chain management strategies.
- transform service inputs into service outputs effectively.
- understand various service operations subsystems and tools.
- use process, quality, and project management concepts.
- develop an operations strategy.
- design a service to optimum customer satisfaction level.

Contents

1. The Characteristics of Service Operations Management
    1.1   The Values of Operations Management
    1.2   Operations Strategy
    1.3   Strategic Fit
    1.4   Operational Views
    1.5   Competitive Priorities

2.   Process Strategy

    2.1   Process Structure
    2.2   Process Decisions
    2.3   Process Analysis
    2.4   Theory of Constraint
    2.5   Process Documentation and Improvement

3.   Service Design Decisions

    3.1   Customer Expectation Extraction
    3.2   Designing and Delivering Services
    3.3   Job Design and Work Organization
    3.4   Organizational Integration

4.   Forecasting

    4.1   Demand Management
    4.2   Forecasting Decisions
    4.3   Forecasting Methodologies
    4.4   The Forecasting Process
    4.5   Forecasting Error

5.   Capacity Management

    5.1   Capacity Planning
    5.2   Resource Planning and Scheduling
    5.3   Customer Management
    5.4   Revenue Management

6.   Facilities Management

    6.1   Front and Back Office Facilities Management
    6.2   Facility Location Models
    6.3   Designing the Servicescape
    6.4   Ergonomics and Productivity
    6.5   Information Systems and Networks

7. Improvement
    - 7.1   Total Quality Management
    - 7.2   Operational Improvement
    - 7.3   Continuous Improvement
    - 7.4   System Failure, Prevention, and Recovery
    - 7.5   Complaint Management

8. Supply Chains in Services
    - 8.1   Supply Chain Design
    - 8.2   Performance Metrics
    - 8.3   Integration
    - 8.4   Supply Chain Risks
    - 8.5   Sustainability

9. Customer Experience
    - 9.1   Competitive Advantage
    - 9.2   Delivery Metrics
    - 9.3   Communication
    - 9.4   Success Parameters

Literature
Compulsory Reading
Further Reading

- Alhouti, S. et al (2015): The thin line between love and hate of attention: The customer shopping experience. Journal of Marketing Theory and Practice, 23(4), p. 415–433.
- Deshmukh, A. K./Mohan, A. (2016): Demand chain management: The marketing and supply chain interface redefined. IUP Journal of Supply Chain Management, 13(1), p. 20–36.
- Van Looy, B./Gemmel, P./Van Dierdonck, R. (2013): Service management: An integrated approach. 3rd ed.,Pearson Education, Harlow.
- Lavy, S. et al (2014): Key performance indicators for facility performance assessment: Simulation of core indicators. Construction Management and Economics, 32(12), p. 1183–1204.
- Scur, G./Heinz, G. (2014): The environmental dimension in the context of the operations strategy of the São Paulo's ABC region automotive manufacturers. Review of Business Management, 18(60), p. 290–304.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Collaborative Work

Module Code: DLBCSCW

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

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

Module Coordinator

Prof. Dr. Karin Halbritter (Collaborative Work)

Contributing Courses to Module

- Collaborative Work (DLBCSCW01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Oral Assignment	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Collaborative Work

On successful completion, students will be able to

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

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

Collaborative Work

Course Code: DLBCSCW01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Learning for a Networked World in a Networked World
    1.1 Requirements and Opportunities of the VUCA World
    1.2 Learning, Information, and Dealing with Knowledge and Ignorance
    1.3 C-Model: Collective – Collaborative – Continuous – Connected
    1.4 Checking Your Own Learning Behaviour

2. Networking and Cooperation
    2.1 Finding and Winning Suitable Cooperation Partners
    2.2 Sustainable Relationships: Digital Interaction and Building Trust
    2.3 Collaboration: Organizing Locally and Virtually and Using Media
    2.4 Social Learning: Agile, Collaborative, and Mobile Planning of Learning Processes

3.   Performance in (Virtual) Teams

    3.1   Goals, Roles, Organization and Performance Measurement

    3.2   Team Building and Team Flow

    3.3   Scrum as a Framework for Agile Project Management

    3.4   Design Thinking, Kanban, Planning Poker, Working-in-Progress-Limits & Co

4.   Communicate and Convince

    4.1   Communication as Social Interaction

    4.2   Language, Images, Metaphors, and Stories

    4.3   It's the Attitude that Counts: Open, Empathetic, and Appreciative Communication

    4.4   Listen Actively - Argue - Convince - Motivate

    4.5   Analyze Your Own Conversational and Argumentational Skills

5.   Recognize Conflict Potentials - Handle Conflicts - Negotiate Effectively

    5.1   Respecting Diversity - Seizing Opportunities

    5.2   Developing Empathy for Yourself and Others

    5.3   Systemic Work Solutions and Reframing

    5.4   Negotiate Constructively: Finding Clear Words - Interests Instead of Positions

6.   Realize Your Own Projects

    6.1   Set Goals Effectively - Focus - Reflect

    6.2   The Agile Use of One's Own Time

    6.3   (Self-)Coaching and Inner Team

    6.4   Strategies and Methods for Self-Management and Self-Motivation

7.   Mobilize Your Resources

    7.1   Recognizing Resources - Regulating Emotions

    7.2   Reflection and Innovation - Lateral Thinking and Creativity

    7.3   Transfer Strength and Willpower: Analyzing and Controlling Condition Factors

8.   Construction Kit: Overview of Concepts, Tools, and Methods

    8.1   Communicate, Cooperate, Negotiate, Argue

    8.2   Think, Reflect, Develop Ideas, Decide, Lead Yourself

Literature
Compulsory Reading
Further Reading ▪ Hinnen, A. & Hinnen, G. (2018). Reframe it! 42 werkzeuge und ein modell, mit denen sie komplexität meistern (2nd ed.). Hamburg, Germany: Murmann. ▪ Martin, S. J., Goldstein, N. J., & Cialdini, R. B. (2015). The small BIG: Small changes that spark BIG influence. London, England: Profile Books. ▪ Oettingen, G. (2014). Rethinking positive thinking: Inside the new science of motivation. New York, NY: Current. ▪ Storch, M., & Kuhl, J. (2013). Die kraft aus dem selbst: Sieben PsychoGyms für das unbewusste (2nd ed.). Bern, Switzerland: Huber. ▪ Storch, M., & Tschacher, W. (2016). Embodied communication: Kommunikation beginnt im körper, nicht im kopf. Bern, Switzerland: Hogrefe

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☐ Live Tutorium/Course Feed

Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

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

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

Module Coordinator

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

Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Written Assessment: Case Study	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Intercultural and Ethical Decision-Making

On successful completion, students will be able to

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

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

Intercultural and Ethical Decision-Making

Course Code: DLBCSIDM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Intercultural and Ethical Competence to Act
    1.1 Subject Areas, Terms, and Definitions
    1.2 Relevance of Intercultural and Ethical Action
    1.3 Intercultural Action - Diversity, Globalization, Ethics

2. Cultural Concepts
    2.1 Hofstedes Cultural Dimensions
    2.2 Culture Differentiation According to Hall
    2.3 Locus of Control Concept to Rotter

3. Culture and Ethics

    3.1 Ethics - Basic Terms and Concepts

    3.2 Interdependence of Culture and Ethics

    3.3 Ethical Concepts in Different Regions of the World

4. Current Topics in the Area of Interculturality, Ethics, and Diversity

    4.1 Digital Ethics

    4.2 Equality and Equal Opportunities

    4.3 Social Diversity

5. Intercultural Learning and Working

    5.1 Acculturation

    5.2 Learning and Working in Intercultural Groups

    5.3 Strategies for Dealing with Cultural Conflicts

6. Case Studies for Cultural and Ethical Conflicts

    6.1 Case Study: Interculturality

    6.2 Case Study: Diversity

    6.3 Case Study: Interculturality and Ethics

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

4. Semester

Digital Business Models

Module Code: DLBLODB_E

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

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

Module Coordinator

Prof. Dr. Mario Boßlau (Digital Business Models)

Contributing Courses to Module

- Digital Business Models (DLBLODB01_E)

Module Exam Type

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

Weight of Module
see curriculum

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

Learning Outcomes

Digital Business Models

On successful completion, students will be able to

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

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

Digital Business Models

Course Code: DLBLODB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Sustainability

Module Code: DLBBAS_E

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

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

Module Coordinator
N.N. (Sustainability)

Contributing Courses to Module
▪ Sustainability (DLBBAS01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam or Written Assessment: Written Assignment	
Weight of Module see curriculum	

Module Contents
▪ Fundamentals of Sustainability   ▪ Levels of Sustainability   ▪ Frameworks for Sustainability   ▪ Technical Aspects of Sustainability   ▪ Sustainability Reporting   ▪ Examples of Corporate Sustainability Management Programs

Learning Outcomes

Sustainability

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IUBH
This module is similar to other modules in the fields of Quality & Sustainability Management	All Bachelor Programmes in the Transport & Logistics fields

Sustainability

Course Code: DLBBAS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Fundamentals of Sustainability
    1.1 Introduction and Definition
    1.2 Sustainability in the Context of Ethics
    1.3 Sustainability in the Context of Business: Corporate Social Responsibility

2. Levels of Sustainability
    2.1 Societal Level
    2.2 Corporate Level
    2.3 Individual Level

3. Frameworks for Sustainability
    3.1 Sustainable Development Goals
    3.2 ISO 14001 and ISO 26000
    3.3 Industry Standards on Sustainability

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

International Accounting

Module Code: DLFIAC_E

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

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

Module Coordinator
N.N. (International Accounting)

Contributing Courses to Module
▪ International Accounting (DLFIAC01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module	
see curriculum	

Module Contents
▪ Differences between HGB and IFRS ▪ Financial reporting philosophy ▪ Basic rules and individual standards of financial reports ▪ Components of IFRS financial statements ▪ Individual versus consolidated financial statements of financial reports ▪ First-time adoption of IFRS & transition from national accounting standards to IFRS ▪ IFRS financial statements of small and medium sized firms

Learning Outcomes

International Accounting

On successful completion, students will be able to

- understand the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB)
- apply recognition and measurement rules of IFRS
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements
- classify and prepare elements of IFRS financial statements
- explain principles of business combinations and consolidated financial statements
- understand the requirements for a first-time adoption of IFRS and transition to IFRS
- prepare and analyze IFRS financial reports.

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

International Accounting

Course Code: DLFIAC01_E

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

Course Description

The course "International Accounting" covers financial reporting in accordance with International Financial Reporting Standards (IFRS). The objective is to provide students with a working knowledge of general purpose financial reporting under IFRS, especially in comparison to accounting consistent with the German Commercial Code (HGB). The focus is on IFRS and not US-GAAP as global reporting language as the former is becoming increasingly important for German companies (i.e. obligation of listed parent companies to prepare consolidated financial statements in accordance with IFRS from the years 2005 or 2007 onwards).

Course Outcomes

On successful completion, students will be able to

- understand the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB)
- apply recognition and measurement rules of IFRS
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements
- classify and prepare elements of IFRS financial statements
- explain principles of business combinations and consolidated financial statements
- understand the requirements for a first-time adoption of IFRS and transition to IFRS
- prepare and analyze IFRS financial reports.

Contents

1. Development and Significance of International Accounting
    1.1 The Importance of International Accounting Rules
    1.2 The Evolution of IFRS
    1.3 Application of IFRS in the G-20

2. General Principles of IFRS
    2.1 Structure of International Financial Reporting Standards
    2.2 Purpose of the Conceptual Framework
    2.3 Basic Principles of the Conceptual Framework
    2.4 Overview of Individual Standards and Interpretations

Literature
Compulsory Reading
Further Reading ▪   Cotter, D. (2012): Advanced Financial Reporting. A Complete Guide to IFRS. Prentice Hall, Upper Saddle River (NJ). ▪   Doupnik, T., Finn, M., Gotti, G. and Perera, H. (2020) International Accounting, 5th Edition, McGraw Hill Education ▪   Harrison, W. T. et al. (2014): Financial Accounting. International Financial Reporting Standards. 9. Auflage, Pearson, London. ▪   Stolowy, H, Ding, Y. and Paugam, L. (2020). Financial Accounting and Reporting: A Global Perspective (6thd ed.). Cengage. ▪   Weygandt, J.J., Kimmel,,P.D. and Kieso, D.E. (2018). Financial Accounting with International Financial Reporting Standards (4th ed.). Wiley .

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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

Research Methods

Module Code: DLBBARM_E

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

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

Module Coordinator

N.N. (Research Methods)

Contributing Courses to Module

- Research Methods (DLBBARM01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Fernstudium Written Assessment: Written Assignment	
Weight of Module see curriculum	

Module Contents

- Introduction to Research
- General Research Strategies
- Data Generation
- Data Analysis
- Quality Criteria for Research
- Writing Techniques

Learning Outcomes

Research Methods

On successful completion, students will be able to

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

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

Research Methods

Course Code: DLBBARM01_E

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

Course Description

Students will be knowledgeable in fundamental techniques of academic writing and working. The course addresses all relevant aspects of academic research in general and the techniques to develop an academic paper in particular. It explains the nature of science and research and differentiates qualitative from quantitative research methods. The procedures of data generation and data analysis will be described. Furthermore, students learn to critically analyze research methodology along certain quality criteria. The course also familiarizes students with the use of online library services and the identification of relevant literature. Academic integrity and, more specifically, the avoidance of plagiarism is prominently addressed as well.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Research
    1.1 The Nature of Science
    1.2 What is reality?
    1.3 Research Paradigms

2. General Research Strategies
    2.1 Quantitative Research
    2.2 Qualitative Research
    2.3 Mixed Methods

3.   Data Generation

    3.1   Quantitative Data Generation

    3.2   Qualitative Data Generation

    3.3   Data Generation in Mixed Methods

4.   Data Analysis

    4.1   Quantitative Data Analysis

    4.2   Qualitative Data Analysis

    4.3   Data Analysis in Mixed Methods

5.   Quality Criteria of Research

    5.1   Representativeness and Saturation

    5.2   Validity, Reliability and Objectivity in Quantitative Research

    5.3   Documentation, Traceability and Confirmability in Qualitative Research

6.   Writing Techniques

    6.1   Structure, Research Topic and Research Question

    6.2   Literature Search

    6.3   Referencing and Plagiarism

Literature

Compulsory Reading

Further Reading

- Adams, J./Khan, H./Raeside, R. (2014): Research methods for business and social science students. 2nd edition. Sage, London.
- Martelli, J./Greener, S. (2018): An introduction to Business Research Methods. Bookboon, South Africa.
- Rea, L. M./Parker, R. A. (2014): Designing and Conducting Survey Research: A Comprehensive Guide. 4th edition, Jossey-Bass, San Francisco, CA.
- Sharma, J. K. (2016): Operations Research: Theory and Applications. 6th edition, Laxmi Publications Pvt Ltd, New Delhi.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

DLBBARM01_E

Corporate Governance and Strategy

Module Code: DLBBACGS_E

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

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

Module Coordinator
N.N. (Corporate Governance and Strategy)

Contributing Courses to Module
▪ Corporate Governance and Strategy (DLBBACGS01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam or Written Assessment: Case Study	
Weight of Module see curriculum	

Module Contents
▪ Introduction to Corporate Governance and Strategy ▪ Perspectives of Corporate Governance ▪ Monitoring Concepts for Corporate Governance ▪ Perspectives of Strategy ▪ Tools for Strategy Development ▪ Aligning Corporate Governance and Strategy

Learning Outcomes

Corporate Governance and Strategy

On successful completion, students will be able to

- define and explain fundamentals of Corporate Governance.
- explain different understandings of Corporate Governance.
- understand the possible compositions of governance mechanisms and governance systems.
- define and explain strategy.
- distinguish different approaches to strategy.
- describe various strategy instruments.
- comprehend the link between strategy and governance.

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

Corporate Governance and Strategy

Course Code: DLBBACGS01_E

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

Course Description

This course addresses major frameworks under which companies are established and operated. It explains key elements of Corporate Governance and outlines different patterns of governance. In particular, it refers to different approaches to management and control. Furthermore, it links the concept of management and control to corporate strategy. Students are familiarized with different understandings of strategy and how they relate to corporate governance. This course facilitates tools of strategic market analysis and subsequent strategies to enter markets successfully. This course also explains the implications of corporate governance frameworks on strategy development of a firm.

Course Outcomes

On successful completion, students will be able to

- define and explain fundamentals of Corporate Governance.
- explain different understandings of Corporate Governance.
- understand the possible compositions of governance mechanisms and governance systems.
- define and explain strategy.
- distinguish different approaches to strategy.
- describe various strategy instruments.
- comprehend the link between strategy and governance.

Contents

1. Introduction to Corporate Governance and Strategy
    1.1 Fundamentals of Corporate Governance
    1.2 Fundamentals of Strategy
    1.3 The link between Strategy and Corporate Governance

2. Perspectives of Corporate Governance
    2.1 The Corporate Governance Debate
    2.2 Underlying Approaches to Corporate Governance
    2.3 The Concept of Control and its Interpretation

3. Monitoring Concepts for Corporate Governance

    3.1 Governance Mechanisms

    3.2 Governance Systems

    3.3 Corporate Governance Codes

4. Perspectives of Strategy

    4.1 Market-based View on Strategy

    4.2 Resources-based and Network-based View on Strategy

    4.3 Market-Analysis Tools

5. Tools for Strategy Development

    5.1 Product-Market Strategies

    5.2 Market-Entry Strategies

    5.3 Managing Corporate Strategy

6. Aligning Corporate Governance and Strategy

    6.1 Implications of National Governance Codes on Strategy

    6.2 Corporate Governance and Vision, Mission and Values of the Firm

    6.3 Real Life Case of Strategy and Governance Alignment

Literature

Compulsory Reading

Further Reading

- Ferris, S. P./John, K./Makhija, A. K. (2019): International Corporate Governance and Regulation: Emerald Publishing Ltd., Bingley, UK.
- Iansiti, M./Lakhani, K. R. (2020): Competing in the age of A: strategy and leadership when algorithms and networks run the world. Harvard Business Review Press, Boston, MA, USA.
- John, K./Makhija, A. K./Ferris, S. P. (2017): Global Corporate Governance. Emerald Publishing Ltd., Bingley, UK.
- Johnson, G. et al (2017): Exploring strategy: text and cases. 11th edition, Harlow, UK.
- Gillan, S. L./Starks , L. T. (2015): Institutional Investors, Corporate Ownership and Corporate Governance: Global Perspectives. In: Sun, L. (Ed.): Ownership and Governance of Enterprises : Recent Innovative Developments. Palgrave Macmillan, London, UK, p. 36-68.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

DLBBACGS01_E

Leadership 4.0

Module Code: DLBWPLS_E

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

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

Module Coordinator
N.N. (Leadership 4.0)

Contributing Courses to Module
▪ Leadership 4.0 (DLBWPLS01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Exam, 90 Minutes	
Weight of Module	
see curriculum	

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

Learning Outcomes

Leadership 4.0

On successful completion, students will be able to

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

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

Leadership 4.0

Course Code: DLBWPLS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading

Further Reading

- Au, C. v. (eds.) (2017): Characteristics and competencies of leaders. Mindfulness, self-reflection, soft skills and competence systems. Springer, Wiesbaden.
- Creusen, U./Eschemann, N. -R./Joahnn, T. (2010): Positive leadership. Psychology of successful leadership. Advanced strategies for the application of the grid model. Gabler, Wiesbaden.
- Evans, M. (1995): Leadership Theories - Way-Destination Theory. In: Kieser, A./Reber, G./Wunderer, R. (eds.): Handwörterbuch der Führung. 2nd edition, Schäffer-Poeschel, Stuttgart, pp. 1075 -1091.
- Furtner, M. R. (2017): Empowering Leadership. With self-responsible employees to innovation and top performance. Springer Gabler, Wiesbaden.
- Furtner, M. R./Baldegger, U. (2016): Self-Leadership and Leadership. Theories, models and practical implementation. Second edition, Springer Gabler, Wiesbaden.
- Manager Magazine Publishing Company (ed.) (2015): Harvard Business Manager Special: Leadership. How does leadership work in the age of digital transformation? A booklet about management in change. 37th year
- Hofer, S. (2016): More agile leadership. Simple measures for better teamwork, better performance and higher creativity. Springer Gabler, Wiesbaden.
- Kauffeld, S. (Hrsg.) (2014): Work, Organizational and Personnel Psychology for Bachelor. 2nd edition, Springer, Berlin.
- Maxwell, J. C. (2016): Leadership. The 21 most important management principles. 8th edition, fountain, pouring.
- Wilber, K. (2012): Integral Psychology. Mind, consciousness, psychology, therapy. Arbor, Freiburg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

5. Semester

International Brand Management

Module Code: DLBDSEIMB2

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

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

Module Coordinator

N.N. (International Brand Management)

Contributing Courses to Module

- International Brand Management (DLBDSEIMB02)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Module Exam	
Weight of Module	
see curriculum	

Module Contents

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

Learning Outcomes

International Brand Management

On successful completion, students will be able to

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

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

International Brand Management

Course Code: DLBDSEIMB02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

9. Brand Control

    9.1 Basics of Brand Controlling

    9.2 Importance and Measurement of Brand Value (Brand Status Analyses)

    9.3 Practical Methods for Measuring Brand Value

10. Trademark Protection

    10.1 Object of Trademark Protection

    10.2 Origin of Trademark Protection

    10.3 Trademark Infringements

Literature
Compulsory Reading
Further Reading

- Gelder, S. v. (2003): Global Brand Strategy. Unlocking Brand Potential Across Countries, Cultures and Markets. Kogan Page, London.
- Keller, K. L. (2007): Strategic Brand Management. Building, Measuring and Managing Brand Equity. 3. Auflage, Prentice Hall International, Edinburgh.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Seminar: Current Issues in International Management
Module Code: DLBINTSATIM_E

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

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

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

Contributing Courses to Module
▪ Seminar: Current Issues in International Management (DLBINTSATIM01_E)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Fernstudium Written Assessment: Research Essay	
Weight of Module	
see curriculum	

Module Contents
This seminar deals with current issues in international management.

Learning Outcomes
Seminar: Current Issues in International Management
On successful completion, students will be able to
- familiarize themselves autonomously with a given topic from the field of "International Management".   - independently research subject-specific literature and evaluate it in a targeted manner.   - elaborate important characteristics, interrelationships and findings in a written assignment.

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

Seminar: Current Issues in International Management

Course Code: DLBINTSATIM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading

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

Study Format Fernstudium

Study Format	Course Type
Fernstudium	Seminar

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Supply Chain Management II
Module Code: DLBDSESCM2

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

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

Module Coordinator
N.N. (Supply Chain Management II)

Contributing Courses to Module
▪ Supply Chain Management II (DLBDSESCM02)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Module Exam	
Weight of Module	
see curriculum	

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

Learning Outcomes

Supply Chain Management II

On successful completion, students will be able to

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

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

Supply Chain Management II

Course Code: DLBDSESCM02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

Agile Project Management

Module Code: DLBCSAPM

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

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

Module Coordinator

Dr. Mark Menzel (Agile Project Management)

Contributing Courses to Module

- Agile Project Management (DLBCSAPM01)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Written Assessment: Project Report	
Weight of Module see curriculum	

Module Contents

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

Learning Outcomes

Agile Project Management

On successful completion, students will be able to

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

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

Agile Project Management

Course Code: DLBCSAPM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Leffingwell, D. et al. (o. J.): Scaled Agile Framework. (URL: http://scaledagileframework.com/ [retrieved: 17.07.2015]).
- Schwaber, K./Sutherland, J. (o. J.): The Scrum Guide - The definitive Guide to Scrum: The Rules of the Game. www.scrumguides.org

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator
N.N. (Introduction to New Work) / N.N. (Business Psychology)

Contributing Courses to Module
▪ Introduction to New Work (DLBNWENW01_E) ▪ Business Psychology (DLBMPS01_E)

Module Exam Type	
Module Exam	**Split Exam** Introduction to New Work • Study Format "Distance Learning": Module Exam (50) Business Psychology • Study Format "Distance Learning": Module Exam (50)
Weight of Module see curriculum	

Module Contents

Introduction to New Work

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

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

8.	The Learning Organization
	8.1 Systemic Thinking
	8.2 Personal Mastery
	8.3 Mental Models
	8.4 Visions
	8.5 Team Learning

Literature

Compulsory Reading

Further Reading

- Kirchler, E. (2011): Wirtschaftspsychologie. Individuen, Gruppen, Märkte, Staat. 4. Auflage, Hogrefe, Göttingen.
- Moser, K. (2007): Wirtschaftspsychologie. Springer, Berlin.
- Senge, P. (2011): Die Fünfte Disziplin. Kunst und Praxis der lernenden Organisation. 11. Auflage, Schäffer-Poeschel, Stuttgart.
- Wiswede, G. (2012): Einführung in die Wirtschaftspsychologie. 5. Auflage, UTB, Stuttgart.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Applied Sales

Module Code: DLBDSEAS

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

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

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

Contributing Courses to Module
▪ Applied Sales I (DLBDSEAS01)   ▪ Applied Sales II (DLBDSEAS02)

Module Exam Type	
Module Exam	**Split Exam**
	Applied Sales I • Study Format "Distance Learning": Exam Applied Sales II • Study Format "Distance Learning": Exam
Weight of Module see curriculum	

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

8. Conducting Negotiations

    8.1 Psychology of Negotiation

    8.2 Negotiation Structure

    8.3 Objection Handling

    8.4 Price Negotiations

9. Other Sales Channels

    9.1 Telemarketing

    9.2 Catalogue and Brochure Sales

    9.3 Internet and E-Commerce

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

8. Case Study in IQ Media Marketing

    8.1 The Market Situation

    8.2 The Marketing Situation

    8.3 IQ Media Marketing and IQ Digital Media Marketing

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Financial Services Management

Module Code: DLBDSEFSM

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

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

Module Coordinator

N.N. (Financial Services Management I) / N.N. (Financial Services Management II)

Contributing Courses to Module

- Financial Services Management I (DLBDSEFSM01)
- Financial Services Management II (DLBDSEFSM02)

Module Exam Type	
Module Exam	**Split Exam**
	Financial Services Management I
	• Study Format "Distance Learning": Module Exam (50)
	Financial Services Management II
	• Study Format "Distance Learning": Module Exam (50)
Weight of Module	
see curriculum	

Module Contents

Financial Services Management I

- Financial Markets and Financial Intermediaries
- Financial Intermediation in Germany
- Financial Services
- Debt Financing Through Financial Intermediaries
- Equity Financing Through Financial Intermediaries

Financial Services Management II

- Fundamentals of the Monetary and Asset Situation
- Investment in Money
- Investment in Tangible Assets
- Investment Funds and Certificates
- Insurance Financial Services

Learning Outcomes

Financial Services Management I

On successful completion, students will be able to

- know the role of a financial service provider as a financier as well as how individual markets function in the financing sector.
- understand the basic relationships between the different financial services and their (supervisory) legal frameworks.
- evaluate the potential influence of the financial services sector on the real economy.
- familiarize themselves with the financing services offered both for external financing and for self-financing.
- assess the importance of financial services in the form of debt and equity financing in the short, medium, and long term.

Financial Services Management II

On successful completion, students will be able to

- systematize the different possibilities for the investment of financial surpluses.
- with the help of knowledge gained regarding conflicts involved in making financial investments, apply different aspects of investment decision-making to financial instruments.
- assess the various forms of investment in order of their safety.
- analyze the various forms of investment in terms of risk and return.
- understand that investment funds, certificates, and derivatives are modern products of financial service providers, which bring high returns and sometimes high risk.

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

Financial Services Management I

Course Code: DLBDSEFSM01

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

Course Description

The course explains the origin and constitution of the financial market. As a result of the imperfection of the financial market, the necessity of financial intermediaries is theoretically derived, which leads to the thesis of disintermediation. Since the German financial market is determined by regulations and supervision, the legal framework is discussed. The financial services of banks and other specialized financial intermediaries are presented. The main forms of debt financing through financial intermediaries are presented as well as financing with equity capital.

Course Outcomes

On successful completion, students will be able to

- know the role of a financial service provider as a financier as well as how individual markets function in the financing sector.
- understand the basic relationships between the different financial services and their (supervisory) legal frameworks.
- evaluate the potential influence of the financial services sector on the real economy.
- familiarize themselves with the financing services offered both for external financing and for self-financing.
- assess the importance of financial services in the form of debt and equity financing in the short, medium, and long term.

Contents

1. Financial Markets and Financial Intermediaries
    1.1 Origin and Basic Problems of the Financial Market
    1.2 Appearances and Functions of Financial Intermediaries

2. Financial Intermediation in Germany
    2.1 The Banking System in Germany
    2.2 Asset Management Companies and Insurance Companies
    2.3 Regulations and Supervision

3. Financial Services
    3.1 Financing Needs
    3.2 The Range of Financial Services

4. Debt Financing Through Financial Intermediaries

    4.1   Types of Loans

    4.2   Lending and Collateralization

    4.3   Credit Substitutes

5. Equity Financing Through Financial Intermediaries

    5.1   Equity Financing Through Capital Participation and Venture Financing Companies

    5.2   Equity Capital Markets Issuance

    5.3   The Thesis of Disintermediation in Finance

Literature

Compulsory Reading

Further Reading

- Bitz, M./Stark, G. (2008): Finanzdienstleistungen. 8. Auflage, Oldenbourg, München/Wien.
- Brealey, R. A./Myers, S. C. (2010): Principles of Corporate Finance. 10. Auflage, McGraw-Hill, London.
- Copeland, T. E./Weston, J. F./Shastri, K. (2008): Finanzierungstheorie und Unternehmenspolitik. 4. Auflage, Pearson, München.
- Hartmann-Wendels, T./Pfingsten, A./Weber. M. (2006): Bankbetriebslehre. 4. Auflage, Springer, Berlin.
- Perridon, L./Steiner, M./Rathgeber, A. W. (2009): Finanzwirtschaft der Unternehmung. 15. Auflage, Vahlen, München.
- Wöhe, G. et al. (2009): Grundzüge der Unternehmensfinanzierung. 10. Auflage, Vahlen, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

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

Financial Services Management II

Course Code: DLBDSEFSM02

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

Course Description

In this course, the different possibilities of investing financial surpluses are systematized. The conflicting relationship between the risks, returns, and liquidity of a financial investment are presented, and the different aspects of decision-making for investment in one of the financial instruments are shown. The various forms of investment (monetary values, tangible assets) are presented in the order of their security. The functions that insurance companies perform as financial service providers complete the picture. The different forms of life insurance and their role in old-age provision are presented.

Course Outcomes

On successful completion, students will be able to

- systematize the different possibilities for the investment of financial surpluses.
- with the help of knowledge gained regarding conflicts involved in making financial investments, apply different aspects of investment decision-making to financial instruments.
- assess the various forms of investment in order of their safety.
- analyze the various forms of investment in terms of risk and return.
- understand that investment funds, certificates, and derivatives are modern products of financial service providers, which bring high returns and sometimes high risk.

Contents

1. Basic Information on Investing Money and Assets
    1.1 Basic Concepts of Money and Asset Investment
    1.2 Framework Conditions for Decisions on Plants
    1.3 Investment Products

2. Investment in Money
    2.1 Investment in Accounts
    2.2 Savings Bonds
    2.3 Fixed-Interest Securities

3. Investment in Tangible Assets

    3.1   Shares

    3.2   Stock Exchange Trading

    3.3   Investment in Real Estate

4. Investment Funds and Certificates

    4.1   Mutual Funds

    4.2   Fund of Funds and Hedge Funds

    4.3   Derivatives

5. Insurance Financial Services

    5.1   Fundamentals of the Insurance Industry

    5.2   The Life Insurances

Literature

Compulsory Reading

Further Reading

- Bitz, M./Stark, G. (2008): Finanzdienstleistungen. 8. Auflage, Oldenbourg, München/Wien.
- Brealey, R. A./Myers, S. C. (2010): Principles of Corporate Finance. 10. Auflage, McGraw-Hill, London.
- Copeland, T. E./Weston, J. F./Shastri, K. (2008): Finanzierungstheorie und Unternehmenspolitik. 4. Auflage, Pearson, München.
- Hartmann-Wendels, T./Pfingsten, A./Weber. M. (2006): Bankbetriebslehre. 4. Auflage, Springer, Berlin.
- Perridon, L./Steiner, M./Rathgeber, A. W. (2009): Finanzwirtschaft der Unternehmung. 15. Auflage, Vahlen, München.
- Wöhe, G. et al. (2009): Grundzüge der Unternehmensfinanzierung. 10. Auflage, Vahlen, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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

Business Intelligence

Module Code: DLBCSEBI

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type	
Module Exam	**Split Exam**
	Business Intelligence
	• Study Format "Distance Learning": Exam, 90 Minutes
	Project: Business Intelligence
	• Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module see curriculum	

Module Contents

Business Intelligence

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

Project: Business Intelligence

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

Learning Outcomes

Business Intelligence

On successful completion, students will be able to

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

Project: Business Intelligence

On successful completion, students will be able to

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

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

Business Intelligence

Course Code: DLBCSEBI01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Motivation and Conceptualization
   1.1 Motivation and Historical Development
   1.2 BI as a Framework

2. Data Provision
   2.1 Operative and Dispositive Systems
   2.2 The Data Warehouse Concept
   2.3 Architectural Variations

3. Data Warehouse
   3.1 ETL Process
   3.2 DWH and Data Mart
   3.3 ODS and Metadata

4. Modelling of Multidimensional Data Spaces

    4.1   Data Modeling

    4.2   OLAP Cubes

    4.3   Physical Storage

    4.4   Star and Snowflake Scheme

    4.5   Historicization

5. Analysis Systems

    5.1   Free Data Research and OLAP

    5.2   Reporting Systems

    5.3   Model-Based Analysis Systems

    5.4   Concept-Oriented Systems

6. Distribution and Access

    6.1   Information Distribution

    6.2   Information Access

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

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

Project: Business Intelligence

Course Code: DLBCSEBI02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

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

Contributing Courses to Module
▪ Online Marketing (DLBMSM01-01_E)   ▪ Social Media Marketing (DLBMSM02-01_E)

Module Exam Type	
Module Exam	**Split Exam**
	Online Marketing
	• Study Format "Distance Learning": Written Assessment: Written Assignment
	Social Media Marketing
	• Study Format "Distance Learning": Workbook
Weight of Module see curriculum	

Module Contents

Online Marketing

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

Social Media Marketing

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

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Online Marketing
    1.1 Development and concept of Online Marketing
    1.2 The online communication process
    1.3 Added value of Online Marketing
    1.4 The role of Online Marketing in the Marketing Mix
    1.5 The electronic added value
    1.6 Electronic business concepts and platforms
    1.7 Current developments and trends

2. Forms and channels of Online Marketing
    2.1 Overview of the forms of Online Marketing
    2.2 Affiliate and Search Engine Marketing
    2.3 Display advertising and E-mail Marketing
    2.4 Social Media and Influencer Marketing
    2.5 Content Marketing and Storytelling
    2.6 Viral Marketing and Word-of-Mouth
    2.7 Native Advertising and Mobile Marketing
    2.8 Real Time Bidding and Programmatic Advertising
    2.9 Online PR

3. Online Marketing Strategy
    3.1 Setting goals and creating a basis
    3.2 The Customer Journey
    3.3 The adequate channel mix
    3.4 Define and analyze KPIs

4.   Media planning online

    4.1   Principles of successful Media Planning

    4.2   Create and structure media budgets in a targeted manner

    4.3   Integrated campaigns and Cross-Media Marketing

    4.4   Successful media mix through campaign management

5.   The Online Presence

    5.1   Website and web design

    5.2   Corporate Website

    5.3   Landing Page

    5.4   Blog

    5.5   Online Shop

    5.6   Online presentation and distribution of products and services - advantages and disadvantages

6.   Mobile Marketing and M-Commerce

    6.1   Basics and classification of Mobile Marketing

    6.2   Responsive design vs. Apps vs. Mobile Web

    6.3   App and QR Code Marketing

    6.4   Location-based Services

    6.5   Mobile Advertising Media

    6.6   Mobile Commerce - definition and development

    6.7   Mobile Payment

    6.8   Success factors of mobile campaigns

7.   Online law

    7.1   Legal aspects of Online Marketing

    7.2   Copyright law and the handling of user-generated content

    7.3   The right to your own image

    7.4   Basic Data Protection Ordinance (DSGVO)

8.   Online Customer Retention and Service

    8.1   The AIDA model - extensions for Online Marketing

    8.2   Customer acquisition and customer retention in Online Marketing

    8.3   Online customer retention in the customer relationship life cycle

    8.4   Online customer service

    8.5   Excursus: Mass Customization

9.   Web Analytics

    9.1   Key figures in Online Marketing

    9.2   Web Monitoring

    9.3   Big Data

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Social Media Marketing

Course Code: DLBMSM02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

6.   Operational Social Media Marketing

    6.1   Content Marketing and Native Advertising

    6.2   Viral Marketing and Word of Mouth

    6.3   Influencer Marketing

    6.4   Social Media in B2B Marketing

    6.5   Community Management und Social Media Monitoring

    6.6   Social Media Relations

    6.7   Social Media Recruiting

    6.8   Social Advertising

7.   Legal Framework of Social Media

    7.1   Legal Framework of Social Media

    7.2   Basic Data Protection Ordinance (DSGVO)

    7.3   User-generated Content

    7.4   The Facebook Pixel

8.   Developments in Social-Media-Marketing

    8.1   Social Media in the Digital Change - New Forms of Consumption

    8.2   Social Products and Brands

    8.3   Social Commerce and Social Selling

    8.4   Messengers and Bots

    8.5   The terms "Postfactual" and "Postdigital"

    8.6   Open Leadership - Dealing with loss of control

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

6. Semester

Fundamentals of Operations Research
Module Code: DLBBAEFOR_E

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

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

Module Coordinator

Prof. Dr. Moustafa Nawito (Mathematics: Linear Algebra) / N.N. (Operations Research)

Contributing Courses to Module

- Mathematics: Linear Algebra (DLBDSMFLA01)
- Operations Research (DLBBAEFOR01_E)

Module Exam Type	
Module Exam	**Split Exam** Mathematics: Linear Algebra • Study Format "Distance Learning": Exam, 90 Minutes Operations Research • Study Format "Distance Learning": Exam or Written Assessment: Case Study
Weight of Module see curriculum	

Module Contents

Mathematics: Linear Algebra

- Matrix algebra
- Vector spaces
- Linear and affine transformations
- Analytical geometry
- Matrix decomposition

Operations Research

- Quantitative decision support
- Linear optimization
- Graph theory
- Network planning and project management
- Simulation
- Queuing systems

Learning Outcomes

Mathematics: Linear Algebra

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Operations Research

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

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

Mathematics: Linear Algebra

Course Code: DLBDSMFLA01

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

Course Description

Linear algebra is a fundamental subject in mathematics. Its historical origin lies in the development of solution techniques for systems of linear equations arising from geometric problems. Numerous scientific and engineering applications can be solved using its methods. This course introduces the foundations of linear algebra and its basic notions like vectors and matrices. It then builds upon this foundation by introducing the derivation of solution techniques for problems in analytical geometry.

Course Outcomes

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Contents

1. Fundamentals
    1.1 Systems of linear equations
    1.2 Matrices as compact representations of linear equations
    1.3 Matrix algebra
    1.4 Inverse and trace

2. Vector Spaces
    2.1 Definition
    2.2 Linear combination and linear dependance
    2.3 Base, span, and rank

3. Linear and affine mappings
    3.1 Matrix representations of linear mappings
    3.2 Image and kernel
    3.3 Affine spaces and sub-spaces
    3.4 Affine mappings

4.   Analytical Geometry

    4.1   Norms

    4.2   Inner and dot product

    4.3   Orthogonal projections

    4.4   Rotations

5.   Matrix Decomposition

    5.1   Determinant and trace

    5.2   Eigenvalues and eigenvectors

    5.3   Cholesky decomposition

    5.4   Eigenvalue decomposition and diagonalisation

    5.5   Singular value decomposition

Literature
Compulsory Reading
Further Reading

- Mathai, A. M., & Haubold, H. J. (2017). Linear algebra, a course for physicists and engineers (1st ed.) De Gruyter.
- Neri, F. (2019). Linear algebra for computational sciences and engineering (2nd ed.) Springer.
- Shilov, G. E. (1977). Linear algebra. Dover Publications.
- Strang, G. (2020). Introduction to linear algebra. (5th ed.) Cambridge Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☑ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Operations Research

Course Code: DLBBAEFOR01_E

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

Course Description

The term Operations Research (OR) refers to the development and application of quantitative models and methods for decision support in companies and organizations. Applications can be found in all areas of business administration, especially in production planning, supply chain management, distribution, location planning, warehousing, personnel planning and scheduling, as well as financial planning. This course introduces OR and its applications. The terminological fundamentals of the problem, model and method are presented. Further emphasis is put on graphs and basic graph algorithms. In addition, the course focuses on linear optimization, especially linear programs, simplex methods and sensitivity analysis. A special focus is the modelling of economic problems (decision, planning and optimization problems). Basic computer skills relevant for operations research are presented by means of spreadsheet calculation (esp. Microsoft Excel).

Course Outcomes

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Contents

1. Introduction to quantitative decision support
    1.1 Definition: Operations Research (OR) as structured problem-solving approach
    1.2 Terminology: models, methods and algorithms
    1.3 Decision Support and Decision Theory
    1.4 Fields and applications of OR
    1.5 Software applications in OR

Literature
Compulsory Reading
Further Reading

- Eiselt, H. A./Sandblom, C.-L. (2013): Operations research: A model-based approach. 2nd ed., Springer Texts in Business and Economics, Berlin.
- Khachay, M./Kochetov, Y./Pardalos, P. (Eds.) (2019): Mathematical Optimization Theory and Operations Research: 18th International Conference, MOTOR 2019, Ekaterinburg, Russia, July 8-12, 2019, Proceedings. 1st ed., Springer International Publishing, Cham.
- Poler, R./Mula, J./Díaz-Madroñero, M. (2016): Operations research problems: Statements and solutions. Softcover reprint of the original 1st edition 2014, Springer, London.
- Sharma, J. K. (2016): Operations research: Theory and applications. 6th ed., Trinity Press, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Smart Factory

Module Code: DLBDSESF

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

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

Module Coordinator

N.N. (Smart Factory I) / Prof. Dr. Christian Magnus (Smart Factory II)

Contributing Courses to Module

- Smart Factory I (DLBDSESF01)
- Smart Factory II (DLBDSESF02)

Module Exam Type	
Module Exam	**Split Exam**
	Smart Factory I
	• Study Format "Distance Learning": Exam, 90 Minutes
	Smart Factory II
	• Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module	
see curriculum	

Module Contents

Smart Factory I

- Motivation and Definition of Terms
- Development of Automation
- Technological Basics and Standards
- Basic concepts of a Smart Factory
- Reference Architectures
- Smart Factory Engineering
- Safety and Security

Smart Factory II

A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Learning Outcomes

Smart Factory I

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Smart Factory II

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

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

Smart Factory I

Course Code: DLBDSESF01

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

Course Description

In this course, students will gain a deeper insight into the networking and digitization of production facilities by examining a Smart Factory. For this purpose, they will be familiarized with the basic goals of a Smart Factory in the context of the research complex Industry 4.0. After a brief introduction to the history of automation, students will learn the technical basics and standards required to design and operate a Smart Factory. Building on this, they will learn how these individual technologies are used to implement the central concepts of a Smart Factory. In order to understand which components a Smart Factory consists of, different reference architectures are presented and compared. The course concludes with the special engineering challenges of an autonomously acting and decentralized production plant. Above all, this includes IT security, which is particularly relevant due to the digital networking of production facilities and products.

Course Outcomes

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Contents

1. Motivation and Definition of Terms
    1.1 Goals of Smart Factory
    1.2 Internet of Things
    1.3 Cyber-Physical Systems
    1.4 Cyber-Physical Production Systems
    1.5 Smart Factory as a Cyber-Physical (Production) System

Literature
Compulsory Reading
Further Reading ▪ Butun, I. (2020). Industrial IoT: Challenges, design principles, applications, and security. Springer. ▪ Drossel, W. G., Ihlenfeldt, S., Lanzger, T., & Dumitrescu, R. (2019). Cyber-physical systems. In R. Neugebauer (Ed.), Digital transformation (pp. 189—213). Springer. ▪ Durakbasa, N. M., & Gençyılmaz, M. G. (Eds.). (2021). Digital conversion on the way to Industry 4.0. Springer. ▪ Ustundag, A., & Cevikcan, E. (2018). Industry 4.0: Managing the digital transformation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Smart Factory II

Course Code: DLBDSESF02

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

Course Description

In this course, students select a concrete task from the catalog of topics provided in consultation with the seminar leader. They will work on the task in a prototyping environment suited to the task, which can be either a hardware (e.g., prototyping boards) or software (e.g., technology-specific development environments) environment. To complete the task, students apply the concepts, methods, and tools taught in the Smart Factory I course. They document their results with a project report.

Course Outcomes

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Contents

- A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Literature
Compulsory Reading
Further Reading

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator
N.N. (Introduction to New Work) / N.N. (Business Psychology)

Contributing Courses to Module
▪ Introduction to New Work (DLBNWENW01_E) ▪ Business Psychology (DLBMPS01_E)

Module Exam Type	
Module Exam	**Split Exam** Introduction to New Work • Study Format "Distance Learning": Module Exam (50) Business Psychology • Study Format "Distance Learning": Module Exam (50)
Weight of Module see curriculum	

Module Contents

Introduction to New Work

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

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

8.	The Learning Organization
8.1	Systemic Thinking
8.2	Personal Mastery
8.3	Mental Models
8.4	Visions
8.5	Team Learning

Literature
Compulsory Reading
Further Reading

- Kirchler, E. (2011): Wirtschaftspsychologie. Individuen, Gruppen, Märkte, Staat. 4. Auflage, Hogrefe, Göttingen.
- Moser, K. (2007): Wirtschaftspsychologie. Springer, Berlin.
- Senge, P. (2011): Die Fünfte Disziplin. Kunst und Praxis der lernenden Organisation. 11. Auflage, Schäffer-Poeschel, Stuttgart.
- Wiswede, G. (2012): Einführung in die Wirtschaftspsychologie. 5. Auflage, UTB, Stuttgart.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

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

Applied Sales

Module Code: DLBDSEAS

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type	
Module Exam	**Split Exam**
	<u>Applied Sales I</u>
	• Study Format "Distance Learning": Exam
	<u>Applied Sales II</u>
	• Study Format "Distance Learning": Exam
Weight of Module	
see curriculum	

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

8.   Conducting Negotiations

  8.1   Psychology of Negotiation

  8.2   Negotiation Structure

  8.3   Objection Handling

  8.4   Price Negotiations

9.   Other Sales Channels

  9.1   Telemarketing

  9.2   Catalogue and Brochure Sales

  9.3   Internet and E-Commerce

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

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

Introduction to Data Science and Programming with Python

Module Code: DLBBAEIDSP_E

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

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

Module Coordinator
Prof. Dr. Thomas Zöller (Introduction to Data Science) / Dr. Reza Shahbazfar (Introduction to Programming with Python)

Contributing Courses to Module
▪ Introduction to Data Science (DLBDSIDS01) ▪ Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type	
Module Exam	**Split Exam** Introduction to Data Science • Study Format "Distance Learning": Oral Assignment Introduction to Programming with Python • Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes

Introduction to Data Science

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Introduction to Programming with Python

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

Introduction to Data Science

Course Code: DLBDSIDS01

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

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing.Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
    1.1 Definition of the term „data science"
    1.2 Data science and related fields
    1.3 Data science activities

2. Data
    2.1 Data types and data sources
    2.2 The 5Vs of data
    2.3 Data curation and data quality
    2.4 Data engineering

3. Data Science in Business

    3.1 Identification of use cases

    3.2 Performance evaluation

    3.3 Data-driven operational decisions

    3.4 Cognitive biases

4. Statistics

    4.1 Importance of statistics for data science

    4.2 Important statistical concepts

5. Machine Learning

    5.1 Role of machine learning in data science

    5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. New York, NY: Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. New York, NY: Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. New York, NY: Springer.
- Skiena, S. S. (2017). The data science design manual. New York, NY: Springer International Publishing.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Introduction to Programming with Python
Course Code: DLBDSIPWP01

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

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
    1.1 Why Python?
    1.2 Obtaining and installing Python
    1.3 The Python interpreter , IPython, and Jupyter

2. Variables and Data Types
    2.1 Variables and value assignment
    2.2 Numbers
    2.3 Strings
    2.4 Collections
    2.5 Files

3. Statements

    3.1   Assignment, expressions, and print

    3.2   Conditional statements

    3.3   Loops

    3.4   Iterators and comprehensions

4. Functions

    4.1   Function declaration

    4.2   Scope

    4.3   Arguments

5. Errors and Exceptions

    5.1   Errors

    5.2   Exception handling

    5.3   Logs

6. Modules and Packages

    6.1   Usage

    6.2   Namespaces

    6.3   Documentation

    6.4   Popular data science packages

Literature
Compulsory Reading
Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. Sebastopol, CA: O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Berkeley, CA: Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). Sebastopol, CA: O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). Sebastopol, CA: O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. San Fransisco, CA: No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. Sebastopol, CA: O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. Sebastopol, CA: O'Reilly.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

IT Service Management

Module Code: IWSM_E

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

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

Module Coordinator
N.N. (IT-Service Management) / N.N. (Project: IT Service Management)

Contributing Courses to Module
▪ IT-Service Management (DLBCSITSM01)   ▪ Project: IT Service Management (DLBCSPITSM01)

Module Exam Type	
Module Exam	**Split Exam**
	IT-Service Management
	• Study Format "Distance Learning": Exam, 90 Minutes
	Project: IT Service Management
	• Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module see curriculum	

Module Contents

IT-Service Management

- Fundamentals and Terms of IT Service Management
- IT Infrastructure Library (ITIL)
- ITIL – Service Design
- ITIL – Service Transition
- ITIL – Service Operation
- Processes in the Service Operation
- Information Security Management with the IT-Baseline Protection Framework of the BSI

Project: IT Service Management

Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management. The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Learning Outcomes

IT-Service Management

On successful completion, students will be able to

- identify the basics and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL) in order to determine its main elements and distinguish concrete activities in the service life cycle.
- present and compare the activities of ITIL governance and ITIL operational processes and develop concrete solutions using these activities.

Project: IT Service Management

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

IT-Service Management

Course Code: DLBCSITSM01

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

Course Description

IT Service Management is an approach to aligning and understanding a company's IT as a service provider and supporter of operational and business processes. Quality management and the handling of daily operations are at the forefront.This course covers the use of the IT Infrastructure Library (ITIL) in order to teach concepts, procedures, and best practice in IT Service Management (IT Operations).The course therefore considers the management of activities within the SW life cycle, which take place after the development of an IT system, and IT operation as a ongoing process in the day-to-day operation of a company's IT department.

Course Outcomes

On successful completion, students will be able to

- identify the basics and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL) in order to determine its main elements and distinguish concrete activities in the service life cycle.
- present and compare the activities of ITIL governance and ITIL operational processes and develop concrete solutions using these activities.

Contents

1. Fundamentals and Terms of IT Service Management
    1.1 IT Services
    1.2 IT Service Management

2. IT Infrastructure Library (ITIL)
    2.1 Service Life Cycle and Process Groups in ITIL
    2.2 Service Strategy
    2.3 Continual Service Improvement

3. ITIL – Service Design
    3.1 Service Level Management
    3.2 Service Catalog Management
    3.3 Availability Management
    3.4 Further Processes in the Service Transition

Literature
Compulsory Reading
Further Reading

- Beims, M. (2012): IT-Service Management in der Praxis mit ITIL. Hanser, München.
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2008): BSI-Standard 100-1. Managementsysteme für Informationssicherheit (ISMS). (URL: https://www.bsi.bund.de/SharedDocs/Downloads/DE/BSI/Publikationen/ITGrundschutzstandards/standard_1001_pdf.pdf?__blob=publicationFile [letzter Zugriff: 27.02.2017]).
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2008): BSI-Standard 100-2. IT-Grundschutz-Vorgehensweise. (URL: https://www.bsi.bund.de/SharedDocs/Downloads/DE/BSI/Publikationen/ITGrundschutzstandards/standard_1002_pdf.pdf?__blob=publicationFile [letzter Zugriff: 27.02.2017]).
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2014): IT-Grundschutz-Kataloge. 14. Ergänzungslieferung. (URL: https://download.gsb.bund.de/BSI/ITGSK/IT-Grundschutz-Kataloge_2014_EL14_DE.pdf [letzter Zugriff: 27.02.2017]).
- Renner, B./Moser, U./Schmid, D. (2006): IT-Service-Management. Transparente IT-Leistungen & Messbare Qualität. BPX Edition, Rheinfelden.
- Tiemeyer, E. (Hrsg.) (2011): Handbuch IT-Management. Konzepte, Methoden, Lösungen und Arbeitshilfen für die Praxis. Hanser, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

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

Project: IT Service Management

Course Code: DLBCSPITSM01

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

Course Description

Based on the contents of the course "IT Service Management", selected aspects of the core processes of ITIL are deepened, discussed, selected, and applied within the framework of a project in a concept-related manner. All theoretical methods are considered and evaluated.

Course Outcomes

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Contents

- Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management.
- The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Literature
Compulsory Reading
Further Reading

- Beims, M. (2012): IT-Service Management in der Praxis mit ITIL. 3. Auflage, Carl Hanser Verlag, München.
- Kittel, M./Koerting, T./Schött, D. (2006): Kompendium für ITIL-Projekte. Menschen, Methoden, Meilenstein – Von der Analyse zum selbstoptimierenden Prozess. Books on demand.
- ITIL (o. J.): Official ITIL Website. (URL: http://www.itil-officialsite.com)

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Financial Services Management

Module Code: DLBDSEFSM

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

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

Module Coordinator
N.N. (Financial Services Management I) / N.N. (Financial Services Management II)

Contributing Courses to Module
▪ Financial Services Management I (DLBDSEFSM01) ▪ Financial Services Management II (DLBDSEFSM02)

Module Exam Type	
Module Exam Type	
Module Exam	**Split Exam**
	Financial Services Management I
	• Study Format "Distance Learning": Module Exam (50)
	Financial Services Management II
	• Study Format "Distance Learning": Module Exam (50)
Weight of Module see curriculum	

Module Contents

Financial Services Management I

- Financial Markets and Financial Intermediaries
- Financial Intermediation in Germany
- Financial Services
- Debt Financing Through Financial Intermediaries
- Equity Financing Through Financial Intermediaries

Financial Services Management II

- Fundamentals of the Monetary and Asset Situation
- Investment in Money
- Investment in Tangible Assets
- Investment Funds and Certificates
- Insurance Financial Services

Learning Outcomes

Financial Services Management I

On successful completion, students will be able to

- know the role of a financial service provider as a financier as well as how individual markets function in the financing sector.
- understand the basic relationships between the different financial services and their (supervisory) legal frameworks.
- evaluate the potential influence of the financial services sector on the real economy.
- familiarize themselves with the financing services offered both for external financing and for self-financing.
- assess the importance of financial services in the form of debt and equity financing in the short, medium, and long term.

Financial Services Management II

On successful completion, students will be able to

- systematize the different possibilities for the investment of financial surpluses.
- with the help of knowledge gained regarding conflicts involved in making financial investments, apply different aspects of investment decision-making to financial instruments.
- assess the various forms of investment in order of their safety.
- analyze the various forms of investment in terms of risk and return.
- understand that investment funds, certificates, and derivatives are modern products of financial service providers, which bring high returns and sometimes high risk.

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

Financial Services Management I

Course Code: DLBDSEFSM01

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

Course Description

The course explains the origin and constitution of the financial market. As a result of the imperfection of the financial market, the necessity of financial intermediaries is theoretically derived, which leads to the thesis of disintermediation. Since the German financial market is determined by regulations and supervision, the legal framework is discussed. The financial services of banks and other specialized financial intermediaries are presented. The main forms of debt financing through financial intermediaries are presented as well as financing with equity capital.

Course Outcomes

On successful completion, students will be able to

- know the role of a financial service provider as a financier as well as how individual markets function in the financing sector.
- understand the basic relationships between the different financial services and their (supervisory) legal frameworks.
- evaluate the potential influence of the financial services sector on the real economy.
- familiarize themselves with the financing services offered both for external financing and for self-financing.
- assess the importance of financial services in the form of debt and equity financing in the short, medium, and long term.

Contents

1. Financial Markets and Financial Intermediaries
    1.1 Origin and Basic Problems of the Financial Market
    1.2 Appearances and Functions of Financial Intermediaries

2. Financial Intermediation in Germany
    2.1 The Banking System in Germany
    2.2 Asset Management Companies and Insurance Companies
    2.3 Regulations and Supervision

3. Financial Services
    3.1 Financing Needs
    3.2 The Range of Financial Services

4.   Debt Financing Through Financial Intermediaries
4.1   Types of Loans
4.2   Lending and Collateralization
4.3   Credit Substitutes
5.   Equity Financing Through Financial Intermediaries
5.1   Equity Financing Through Capital Participation and Venture Financing Companies
5.2   Equity Capital Markets Issuance
5.3   The Thesis of Disintermediation in Finance

Literature
Compulsory Reading
Further Reading
▪ Bitz, M./Stark, G. (2008): Finanzdienstleistungen. 8. Auflage, Oldenbourg, München/Wien.
▪ Brealey, R. A./Myers, S. C. (2010): Principles of Corporate Finance. 10. Auflage, McGraw-Hill, London.
▪ Copeland, T. E./Weston, J. F./Shastri, K. (2008): Finanzierungstheorie und Unternehmenspolitik. 4. Auflage, Pearson, München.
▪ Hartmann-Wendels, T./Pfingsten, A./Weber. M. (2006): Bankbetriebslehre. 4. Auflage, Springer, Berlin.
▪ Perridon, L./Steiner, M./Rathgeber, A. W. (2009): Finanzwirtschaft der Unternehmung. 15. Auflage, Vahlen, München.
▪ Wöhe, G. et al. (2009): Grundzüge der Unternehmensfinanzierung. 10. Auflage, Vahlen, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Financial Services Management II

Course Code: DLBDSEFSM02

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

Course Description

In this course, the different possibilities of investing financial surpluses are systematized. The conflicting relationship between the risks, returns, and liquidity of a financial investment are presented, and the different aspects of decision-making for investment in one of the financial instruments are shown. The various forms of investment (monetary values, tangible assets) are presented in the order of their security. The functions that insurance companies perform as financial service providers complete the picture. The different forms of life insurance and their role in old-age provision are presented.

Course Outcomes

On successful completion, students will be able to

- systematize the different possibilities for the investment of financial surpluses.
- with the help of knowledge gained regarding conflicts involved in making financial investments, apply different aspects of investment decision-making to financial instruments.
- assess the various forms of investment in order of their safety.
- analyze the various forms of investment in terms of risk and return.
- understand that investment funds, certificates, and derivatives are modern products of financial service providers, which bring high returns and sometimes high risk.

Contents

1. Basic Information on Investing Money and Assets
    1.1 Basic Concepts of Money and Asset Investment
    1.2 Framework Conditions for Decisions on Plants
    1.3 Investment Products

2. Investment in Money
    2.1 Investment in Accounts
    2.2 Savings Bonds
    2.3 Fixed-Interest Securities

3. Investment in Tangible Assets

    3.1 Shares

    3.2 Stock Exchange Trading

    3.3 Investment in Real Estate

4. Investment Funds and Certificates

    4.1 Mutual Funds

    4.2 Fund of Funds and Hedge Funds

    4.3 Derivatives

5. Insurance Financial Services

    5.1 Fundamentals of the Insurance Industry

    5.2 The Life Insurances

Literature

Compulsory Reading

Further Reading

- Bitz, M./Stark, G. (2008): Finanzdienstleistungen. 8. Auflage, Oldenbourg, München/Wien.
- Brealey, R. A./Myers, S. C. (2010): Principles of Corporate Finance. 10. Auflage, McGraw-Hill, London.
- Copeland, T. E./Weston, J. F./Shastri, K. (2008): Finanzierungstheorie und Unternehmenspolitik. 4. Auflage, Pearson, München.
- Hartmann-Wendels, T./Pfingsten, A./Weber. M. (2006): Bankbetriebslehre. 4. Auflage, Springer, Berlin.
- Perridon, L./Steiner, M./Rathgeber, A. W. (2009): Finanzwirtschaft der Unternehmung. 15. Auflage, Vahlen, München.
- Wöhe, G. et al. (2009): Grundzüge der Unternehmensfinanzierung. 10. Auflage, Vahlen, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☐ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Business Intelligence

Module Code: DLBCSEBI

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

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

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

Contributing Courses to Module
▪ Business Intelligence (DLBCSEBI01) ▪ Project: Business Intelligence (DLBCSEBI02)

Module Exam Type	
Module Exam	**Split Exam** Business Intelligence • Study Format "Distance Learning": Exam, 90 Minutes Project: Business Intelligence • Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module see curriculum	

Module Contents

Business Intelligence

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

Project: Business Intelligence

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

Learning Outcomes

Business Intelligence

On successful completion, students will be able to

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

Project: Business Intelligence

On successful completion, students will be able to

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

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

Business Intelligence

Course Code: DLBCSEBI01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Motivation and Conceptualization
    1.1 Motivation and Historical Development
    1.2 BI as a Framework

2. Data Provision
    2.1 Operative and Dispositive Systems
    2.2 The Data Warehouse Concept
    2.3 Architectural Variations

3. Data Warehouse
    3.1 ETL Process
    3.2 DWH and Data Mart
    3.3 ODS and Metadata

4. Modelling of Multidimensional Data Spaces

    4.1   Data Modeling

    4.2   OLAP Cubes

    4.3   Physical Storage

    4.4   Star and Snowflake Scheme

    4.5   Historicization

5. Analysis Systems

    5.1   Free Data Research and OLAP

    5.2   Reporting Systems

    5.3   Model-Based Analysis Systems

    5.4   Concept-Oriented Systems

6. Distribution and Access

    6.1   Information Distribution

    6.2   Information Access

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

Project: Business Intelligence

Course Code: DLBCSEBI02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type	
Module Exam	**Split Exam**
	Online Marketing
	• Study Format "Distance Learning": Written Assessment: Written Assignment
	Social Media Marketing
	• Study Format "Distance Learning": Workbook
Weight of Module see curriculum	

Module Contents

Online Marketing

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

Social Media Marketing

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

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Online Marketing
    1.1 Development and concept of Online Marketing
    1.2 The online communication process
    1.3 Added value of Online Marketing
    1.4 The role of Online Marketing in the Marketing Mix
    1.5 The electronic added value
    1.6 Electronic business concepts and platforms
    1.7 Current developments and trends

2. Forms and channels of Online Marketing
    2.1 Overview of the forms of Online Marketing
    2.2 Affiliate and Search Engine Marketing
    2.3 Display advertising and E-mail Marketing
    2.4 Social Media and Influencer Marketing
    2.5 Content Marketing and Storytelling
    2.6 Viral Marketing and Word-of-Mouth
    2.7 Native Advertising and Mobile Marketing
    2.8 Real Time Bidding and Programmatic Advertising
    2.9 Online PR

3. Online Marketing Strategy
    3.1 Setting goals and creating a basis
    3.2 The Customer Journey
    3.3 The adequate channel mix
    3.4 Define and analyze KPIs

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Social Media Marketing

Course Code: DLBMSM02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

6. Operational Social Media Marketing

    6.1   Content Marketing and Native Advertising

    6.2   Viral Marketing and Word of Mouth

    6.3   Influencer Marketing

    6.4   Social Media in B2B Marketing

    6.5   Community Management und Social Media Monitoring

    6.6   Social Media Relations

    6.7   Social Media Recruiting

    6.8   Social Advertising

7. Legal Framework of Social Media

    7.1   Legal Framework of Social Media

    7.2   Basic Data Protection Ordinance (DSGVO)

    7.3   User-generated Content

    7.4   The Facebook Pixel

8. Developments in Social-Media-Marketing

    8.1   Social Media in the Digital Change - New Forms of Consumption

    8.2   Social Products and Brands

    8.3   Social Commerce and Social Selling

    8.4   Messengers and Bots

    8.5   The terms "Postfactual" and "Postdigital"

    8.6   Open Leadership - Dealing with loss of control

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
110 h	0 h	20 h	20 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Fundamentals of Operations Research

Module Code: DLBBAEFOR_E

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

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

Module Coordinator
Prof. Dr. Moustafa Nawito (Mathematics: Linear Algebra) / N.N. (Operations Research)

Contributing Courses to Module
▪ Mathematics: Linear Algebra (DLBDSMFLA01) ▪ Operations Research (DLBBAEFOR01_E)

Module Exam Type	
Module Exam	**Split Exam** Mathematics: Linear Algebra • Study Format "Distance Learning": Exam, 90 Minutes Operations Research • Study Format "Distance Learning": Exam or Written Assessment: Case Study
Weight of Module see curriculum	

Module Contents

Mathematics: Linear Algebra

- Matrix algebra
- Vector spaces
- Linear and affine transformations
- Analytical geometry
- Matrix decomposition

Operations Research

- Quantitative decision support
- Linear optimization
- Graph theory
- Network planning and project management
- Simulation
- Queuing systems

Learning Outcomes

Mathematics: Linear Algebra

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Operations Research

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

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

Mathematics: Linear Algebra

Course Code: DLBDSMFLA01

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

Course Description

Linear algebra is a fundamental subject in mathematics. Its historical origin lies in the development of solution techniques for systems of linear equations arising from geometric problems. Numerous scientific and engineering applications can be solved using its methods. This course introduces the foundations of linear algebra and its basic notions like vectors and matrices. It then builds upon this foundation by introducing the derivation of solution techniques for problems in analytical geometry.

Course Outcomes

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Contents

1. Fundamentals
    1.1 Systems of linear equations
    1.2 Matrices as compact representations of linear equations
    1.3 Matrix algebra
    1.4 Inverse and trace

2. Vector Spaces
    2.1 Definition
    2.2 Linear combination and linear dependance
    2.3 Base, span, and rank

3. Linear and affine mappings
    3.1 Matrix representations of linear mappings
    3.2 Image and kernel
    3.3 Affine spaces and sub-spaces
    3.4 Affine mappings

4.   Analytical Geometry

    4.1   Norms

    4.2   Inner and dot product

    4.3   Orthogonal projections

    4.4   Rotations

5.   Matrix Decomposition

    5.1   Determinant and trace

    5.2   Eigenvalues and eigenvectors

    5.3   Cholesky decomposition

    5.4   Eigenvalue decomposition and diagonalisation

    5.5   Singular value decomposition

Literature
Compulsory Reading
Further Reading

- Mathai, A. M., & Haubold, H. J. (2017). Linear algebra, a course for physicists and engineers (1st ed.) De Gruyter.
- Neri, F. (2019). Linear algebra for computational sciences and engineering (2nd ed.) Springer.
- Shilov, G. E. (1977). Linear algebra. Dover Publications.
- Strang, G. (2020). Introduction to linear algebra. (5th ed.) Cambridge Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☑ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

Operations Research

Course Code: DLBBAEFOR01_E

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

Course Description

The term Operations Research (OR) refers to the development and application of quantitative models and methods for decision support in companies and organizations. Applications can be found in all areas of business administration, especially in production planning, supply chain management, distribution, location planning, warehousing, personnel planning and scheduling, as well as financial planning. This course introduces OR and its applications. The terminological fundamentals of the problem, model and method are presented. Further emphasis is put on graphs and basic graph algorithms. In addition, the course focuses on linear optimization, especially linear programs, simplex methods and sensitivity analysis. A special focus is the modelling of economic problems (decision, planning and optimization problems). Basic computer skills relevant for operations research are presented by means of spreadsheet calculation (esp. Microsoft Excel).

Course Outcomes

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Contents

1. Introduction to quantitative decision support
    1.1 Definition: Operations Research (OR) as structured problem-solving approach
    1.2 Terminology: models, methods and algorithms
    1.3 Decision Support and Decision Theory
    1.4 Fields and applications of OR
    1.5 Software applications in OR

Literature
Compulsory Reading
Further Reading

- Eiselt, H. A./Sandblom, C.-L. (2013): Operations research: A model-based approach. 2nd ed., Springer Texts in Business and Economics, Berlin.
- Khachay, M./Kochetov, Y./Pardalos, P. (Eds.) (2019): Mathematical Optimization Theory and Operations Research: 18th International Conference, MOTOR 2019, Ekaterinburg, Russia, July 8-12, 2019, Proceedings. 1st ed., Springer International Publishing, Cham.
- Poler, R./Mula, J./Díaz-Madroñero, M. (2016): Operations research problems: Statements and solutions. Softcover reprint of the original 1st edition 2014, Springer, London.
- Sharma, J. K. (2016): Operations research: Theory and applications. 6th ed., Trinity Press, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 100 h	**Presence** 0 h	**Tutorial** 25 h	**Self Test** 25 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☑ Guideline
☑ Live Tutorium/Course Feed

Smart Factory

Module Code: DLBDSESF

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

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

Module Coordinator
N.N. (Smart Factory I) / Prof. Dr. Christian Magnus (Smart Factory II)

Contributing Courses to Module
▪ Smart Factory I (DLBDSESF01) ▪ Smart Factory II (DLBDSESF02)

Module Exam Type	
Module Exam	**Split Exam**
	Smart Factory I
	• Study Format "Distance Learning": Exam, 90 Minutes
	Smart Factory II
	• Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module see curriculum	

Module Contents

Smart Factory I

- Motivation and Definition of Terms
- Development of Automation
- Technological Basics and Standards
- Basic concepts of a Smart Factory
- Reference Architectures
- Smart Factory Engineering
- Safety and Security

Smart Factory II

A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Learning Outcomes

Smart Factory I

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Smart Factory II

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

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

Smart Factory I

Course Code: DLBDSESF01

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

Course Description

In this course, students will gain a deeper insight into the networking and digitization of production facilities by examining a Smart Factory. For this purpose, they will be familiarized with the basic goals of a Smart Factory in the context of the research complex Industry 4.0. After a brief introduction to the history of automation, students will learn the technical basics and standards required to design and operate a Smart Factory. Building on this, they will learn how these individual technologies are used to implement the central concepts of a Smart Factory. In order to understand which components a Smart Factory consists of, different reference architectures are presented and compared. The course concludes with the special engineering challenges of an autonomously acting and decentralized production plant. Above all, this includes IT security, which is particularly relevant due to the digital networking of production facilities and products.

Course Outcomes

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Contents

1. Motivation and Definition of Terms
    - 1.1 Goals of Smart Factory
    - 1.2 Internet of Things
    - 1.3 Cyber-Physical Systems
    - 1.4 Cyber-Physical Production Systems
    - 1.5 Smart Factory as a Cyber-Physical (Production) System

Literature
Compulsory Reading
Further Reading

- Butun, I. (2020). Industrial IoT: Challenges, design principles, applications, and security. Springer.
- Drossel, W. G., Ihlenfeldt, S., Lanzger, T., & Dumitrescu, R. (2019). Cyber-physical systems. In R. Neugebauer (Ed.), Digital transformation (pp. 189—213). Springer.
- Durakbasa, N. M., & Gençyılmaz, M. G. (Eds.). (2021). Digital conversion on the way to Industry 4.0. Springer.
- Ustundag, A., & Cevikcan, E. (2018). Industry 4.0: Managing the digital transformation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

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

Smart Factory II

Course Code: DLBDSESF02

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

Course Description

In this course, students select a concrete task from the catalog of topics provided in consultation with the seminar leader. They will work on the task in a prototyping environment suited to the task, which can be either a hardware (e.g., prototyping boards) or software (e.g., technology-specific development environments) environment. To complete the task, students apply the concepts, methods, and tools taught in the Smart Factory I course. They document their results with a project report.

Course Outcomes

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Contents

- A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Literature
Compulsory Reading
Further Reading

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

DLBDSESF02

Introduction to Data Science and Programming with Python

Module Code: DLBBAEIDSP_E

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

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

Module Coordinator
Prof. Dr. Thomas Zöller (Introduction to Data Science) / Dr. Reza Shahbazfar (Introduction to Programming with Python)

Contributing Courses to Module
▪ Introduction to Data Science (DLBDSIDS01) ▪ Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type	
Module Exam	**Split Exam**
	<u>Introduction to Data Science</u> • Study Format "Distance Learning": Oral Assignment <u>Introduction to Programming with Python</u> • Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes

Introduction to Data Science

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Introduction to Programming with Python

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

Introduction to Data Science

Course Code: DLBDSIDS01

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

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing.Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
    1.1 Definition of the term „data science"
    1.2 Data science and related fields
    1.3 Data science activities

2. Data
    2.1 Data types and data sources
    2.2 The 5Vs of data
    2.3 Data curation and data quality
    2.4 Data engineering

3. Data Science in Business

    3.1 Identification of use cases

    3.2 Performance evaluation

    3.3 Data-driven operational decisions

    3.4 Cognitive biases

4. Statistics

    4.1 Importance of statistics for data science

    4.2 Important statistical concepts

5. Machine Learning

    5.1 Role of machine learning in data science

    5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. New York, NY: Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. New York, NY: Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. New York, NY: Springer.
- Skiena, S. S. (2017). The data science design manual. New York, NY: Springer International Publishing.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Presence** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Introduction to Programming with Python

Course Code: DLBDSIPWP01

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

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
    1.1 Why Python?
    1.2 Obtaining and installing Python
    1.3 The Python interpreter , IPython, and Jupyter

2. Variables and Data Types
    2.1 Variables and value assignment
    2.2 Numbers
    2.3 Strings
    2.4 Collections
    2.5 Files

3.   Statements

   3.1   Assignment, expressions, and print

   3.2   Conditional statements

   3.3   Loops

   3.4   Iterators and comprehensions

4.   Functions

   4.1   Function declaration

   4.2   Scope

   4.3   Arguments

5.   Errors and Exceptions

   5.1   Errors

   5.2   Exception handling

   5.3   Logs

6.   Modules and Packages

   6.1   Usage

   6.2   Namespaces

   6.3   Documentation

   6.4   Popular data science packages

Literature
Compulsory Reading
Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. Sebastopol, CA: O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Berkeley, CA: Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). Sebastopol, CA: O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). Sebastopol, CA: O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. San Fransisco, CA: No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. Sebastopol, CA: O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. Sebastopol, CA: O'Reilly.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	Presence	Tutorial	Self Test	Practical Experience	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

☐ Review Book
☐ Creative Lab
☐ Guideline
☑ Live Tutorium/Course Feed

IT Service Management

Module Code: IWSM_E

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

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

Module Coordinator

N.N. (IT-Service Management) / N.N. (Project: IT Service Management)

Contributing Courses to Module

- IT-Service Management (DLBCSITSM01)
- Project: IT Service Management (DLBCSPITSM01)

Module Exam Type	
Module Exam	**Split Exam**
	IT-Service Management
	• Study Format "Distance Learning": Exam, 90 Minutes
	Project: IT Service Management
	• Study Format "Distance Learning": Written Assessment: Project Report
Weight of Module see curriculum	

Module Contents

IT-Service Management

- Fundamentals and Terms of IT Service Management
- IT Infrastructure Library (ITIL)
- ITIL – Service Design
- ITIL – Service Transition
- ITIL – Service Operation
- Processes in the Service Operation
- Information Security Management with the IT-Baseline Protection Framework of the BSI

Project: IT Service Management

Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management. The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Learning Outcomes

IT-Service Management

On successful completion, students will be able to

- identify the basics and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL) in order to determine its main elements and distinguish concrete activities in the service life cycle.
- present and compare the activities of ITIL governance and ITIL operational processes and develop concrete solutions using these activities.

Project: IT Service Management

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the fields of Data Science & Artificial Intelligence	All Bachelor Programmes in the IT & Technology fields

IT-Service Management

Course Code: DLBCSITSM01

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

Course Description

IT Service Management is an approach to aligning and understanding a company's IT as a service provider and supporter of operational and business processes. Quality management and the handling of daily operations are at the forefront.This course covers the use of the IT Infrastructure Library (ITIL) in order to teach concepts, procedures, and best practice in IT Service Management (IT Operations).The course therefore considers the management of activities within the SW life cycle, which take place after the development of an IT system, and IT operation as a ongoing process in the day-to-day operation of a company's IT department.

Course Outcomes

On successful completion, students will be able to

- identify the basics and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL) in order to determine its main elements and distinguish concrete activities in the service life cycle.
- present and compare the activities of ITIL governance and ITIL operational processes and develop concrete solutions using these activities.

Contents

1. Fundamentals and Terms of IT Service Management
    1.1   IT Services
    1.2   IT Service Management

2. IT Infrastructure Library (ITIL)
    2.1   Service Life Cycle and Process Groups in ITIL
    2.2   Service Strategy
    2.3   Continual Service Improvement

3. ITIL – Service Design
    3.1   Service Level Management
    3.2   Service Catalog Management
    3.3   Availability Management
    3.4   Further Processes in the Service Transition

Literature
Compulsory Reading
Further Reading

- Beims, M. (2012): IT-Service Management in der Praxis mit ITIL. Hanser, München.
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2008): BSI-Standard 100-1. Managementsysteme für Informationssicherheit (ISMS). (URL: https://www.bsi.bund.de/SharedDocs/Downloads/DE/BSI/Publikationen/ITGrundschutzstandards/standard_1001_pdf.pdf?__blob=publicationFile [letzter Zugriff: 27.02.2017]).
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2008): BSI-Standard 100-2. IT-Grundschutz-Vorgehensweise. (URL: https://www.bsi.bund.de/SharedDocs/Downloads/DE/BSI/Publikationen/ITGrundschutzstandards/standard_1002_pdf.pdf?__blob=publicationFile [letzter Zugriff: 27.02.2017]).
- Bundesamt für Sicherheit und Informationstechnik (Hrsg.) (2014): IT-Grundschutz-Kataloge. 14. Ergänzungslieferung. (URL: https://download.gsb.bund.de/BSI/ITGSK/IT-Grundschutz-Kataloge_2014_EL14_DE.pdf [letzter Zugriff: 27.02.2017]).
- Renner, B./Moser, U./Schmid, D. (2006): IT-Service-Management. Transparente IT-Leistungen & Messbare Qualität. BPX Edition, Rheinfelden.
- Tiemeyer, E. (Hrsg.) (2011): Handbuch IT-Management. Konzepte, Methoden, Lösungen und Arbeitshilfen für die Praxis. Hanser, München.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods

☐ Learning Sprints®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

Project: IT Service Management

Course Code: DLBCSPITSM01

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

Course Description

Based on the contents of the course "IT Service Management", selected aspects of the core processes of ITIL are deepened, discussed, selected, and applied within the framework of a project in a concept-related manner. All theoretical methods are considered and evaluated.

Course Outcomes

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Contents

- Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management.
- The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Literature
Compulsory Reading
Further Reading

- Beims, M. (2012): IT-Service Management in der Praxis mit ITIL. 3. Auflage, Carl Hanser Verlag, München.
- Kittel, M./Koerting, T./Schött, D. (2006): Kompendium für ITIL-Projekte. Menschen, Methoden, Meilenstein – Von der Analyse zum selbstoptimierenden Prozess. Books on demand.
- ITIL (o. J.): Official ITIL Website. (URL: http://www.itil-officialsite.com)

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 150 h

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

Foreign Language Italian

Module Code: DLFSWI_E

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

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

Module Coordinator

N.N. (Certificate Course Italian) / N.N. (Foreign Language Italian)

Contributing Courses to Module

- Certificate Course Italian (DLFSWI01_E)
- Foreign Language Italian (DLFSI01_E)

Module Exam Type

Module Exam	Split Exam
	Certificate Course Italian • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language Italian • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course Italian

To learn and deepen Italian as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language Italian

To learn and deepen Italian as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course Italian

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language Italian

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course Italian

Course Code: DLFSWI01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Italian as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
- According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language Italian

Course Code: DLFSI01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Italian as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
    - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
    - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
    - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format Distance Learning	Course Type

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language French

Module Code: DLFSWF_E

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

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

Module Coordinator

N.N. (Certificate Course French) / N.N. (Foreign Language French)

Contributing Courses to Module

- Certificate Course French (DLFSWF01_E)
- Foreign Language French (DLFSF01_E)

Module Exam Type

Module Exam	Split Exam
	Certificate Course French • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language French • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course French

To learn and deepen French as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language French

To learn and deepen French as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course French

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language French

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course French

Course Code: DLFSWF01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of French as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
    - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
    - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
    - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
- According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format Distance Learning	Course Type

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language French

Course Code: DLFSF01_E

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

Course Description
The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of French as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes
On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents
- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language Spanish
Module Code: DLFSWS_E

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

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

Module Coordinator
N.N. (Certificate Course Spanish) / N.N. (Foreign Language Spanish)

Contributing Courses to Module
▪ Certificate Course Spanish (DLFSWS01_E)   ▪ Foreign Language Spanish (DLFSS01_E)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course Spanish • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language Spanish • Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Certificate Course Spanish

To learn and deepen Spanish as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language Spanish

To learn and deepen Spanish as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course Spanish

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language Spanish

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course Spanish

Course Code: DLFSWS01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Spanish as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format Distance Learning	Course Type

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language Spanish

Course Code: DLFSS01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Spanish as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
    - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
    - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
    - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- ▪ to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- ▪ Grammar:
  - ▪ Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - ▪ Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - ▪ Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - ▪ Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format Distance Learning	Course Type

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language German

Module Code: DLFSWG

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

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

Module Coordinator
N.N. (Certificate Course German) / N.N. (Foreign Language German)

Contributing Courses to Module
▪ Certificate Course German (DLFSWG01)   ▪ Foreign Language German (DLFSG01)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course German • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language German • Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Certificate Course German

To learn and deepen German as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language German

To learn and deepen German as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course German

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language German

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course German

Course Code: DLFSWG01

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of German as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
- According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Foreign Language German

Course Code: DLFSG01

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of German as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
    - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
    - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
    - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- ▪ to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- ▪ Grammar:
  - ▪ Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - ▪ Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - ▪ Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - ▪ Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading
▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format Distance Learning	Course Type

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

Student Workload					
Self Study 90 h	**Presence** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Practical Experience** 0 h	**Hours Total** 150 h

Instructional Methods
Instructional Methods are provided by the External Service Provider

Bachelor Thesis

Module Code: DLBBT

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

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

Module Coordinator

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

Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

Module Exam Type	
Module Exam	**Split Exam**
	Bachelor Thesis
	• Study Format "Distance Learning": Written Assessment: Bachelor Thesis
	Colloquium
	• Study Format "Distance Learning": Presentation: Colloquium
Weight of Module see curriculum	

Module Contents

Bachelor Thesis

- Bachelor's thesis
- Colloquium on the bachelor's thesis

Colloquium

Learning Outcomes

Bachelor Thesis

On successful completion, students will be able to

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

Colloquium

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IUBH**
All modules in the bachelor program	All bachelor programs in distance learning

Bachelor Thesis

Course Code: DLBBT01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis

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

Student Workload					
Self Study 270 h	**Presence** 0 h	**Tutorial** 0 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 270 h

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

Colloquium

Course Code: DLBBT02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis Defense

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

Student Workload					
Self Study 30 h	**Presence** 0 h	**Tutorial** 0 h	**Self Test** 0 h	**Practical Experience** 0 h	**Hours Total** 30 h

Instructional Methods

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

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