MODULE HANDBOOK

Master of Arts

Master International Healthcare Management (FS-OI-MAIHM-120)

120 ECTS

Distance Learning

INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Classification: Consecutive

Contents

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3. Semester

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4. Semester

2022-04-01

1. Semester

International Health Systems

Module Code: DLMIHMIHS

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

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

Module Coordinator

Prof. Dr. Michael Thiede (International Health Systems)

Contributing Courses to Module

- International Health Systems (DLMIHMIHS01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Aims and Principles of Health Care Systems
- Structural Features of Health Care Systems
- Health System Building Blocks
- Health System Efficiency
- Health Equity
- Country Case Studies

Learning Outcomes

International Health Systems

On successful completion, students will be able to

- understand various healthcare system delivery models.
- develop analytical skills in healthcare market drivers.
- identify and make a synthesis of national and international healthcare policies.
- interpret decision making processes in health care from an international perspective.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

International Health Systems

Course Code: DLMIHMIHS01

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

Course Description

This course addresses the health system perspective of international healthcare management. It emphasizes the system view and introduces the principles of good governance, equity, efficiency and sustainability as well as building blocks for health care systems design and management. The course conveys concepts, skills and core competencies in key areas as required by different stakeholder groups.By means of a structured comparative approach, the course analyzes different health systems that have long served as “prototypes” in the discussion, such as the UK’s National Health Service and the German Statutory Health Insurance.The course builds on concepts from health policy, health economics, insurance economics and broader health systems research.

Course Outcomes

On successful completion, students will be able to

- understand various healthcare system delivery models.
- develop analytical skills in healthcare market drivers.
- identify and make a synthesis of national and international healthcare policies.
- interpret decision making processes in health care from an international perspective.

Contents

1. Health Care Systems Internationally: Politics, Economics, and Policy
   - 1.1 Aims and Principles of Health Care Systems
   - 1.2 Structural Features of Health Care Systems
   - 1.3 Health System Building Blocks
   - 1.4 Contextual Factors
   - 1.5 Health System Governance
2. Organizing the Provision of Services
   - 2.1 Primary Care
   - 2.2 Specialist Care
   - 2.3 Hospital Care
   - 2.4 Pharmaceutical Care

3. Managing the Health Workforce
   - 3.1 Medical Education
   - 3.2 Supply and Distribution of Health Workers
   - 3.3 Health Workforce Governance
   - 3.4 Health Worker Migration

4. Health System Efficiency
   - 4.1 Measuring and Comparing Health System Outputs
   - 4.2 Cross-National Efficiency Comparisons of Health Systems

5. Health Equity
   - 5.1 Equity in Health Care Delivery
   - 5.2 Equity in Health Financing

6. Health Systems by Country – An Analytical Approach
   - 6.1 Germany
   - 6.2 United Kingdom
   - 6.3 United States
   - 6.4 Health Systems in Other Parts of the World

Literature

Compulsory Reading

Further Reading

- Cylus, J./Papanicolas, I./Smith, P. (2016). Health system efficiency. How to make measurement matter for policy and management. Copenhagen, European Observatory on Health Systems and Policies/World Health Organization.
- Johnson, J., Stoskopf, C. & Shi, L. (2018). Comparative Health Systems: A Global Perspective, 2nd edition. Burlington MA: Jones & Bartlett.
- Mills, A./Martinez-Álvarez, M./Ranson, M.K. (2020). The design of health systems. In: Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington, MA.
- Rice, T. (2021). Health insurance systems. Academic Press, Cambridge, MA.
- World Health Organization (n.d.). Health in transition (HITs). Health system reviews. (URL: http://www.searo.who.int/entity/asia_pacific_observatory/publications/hits/hit_home/en/ & https://eurohealthobservatory.who.int/).

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	☐ Reader
☑ Exam Template	☐ Slides

DLMIHMIHS01

Managing in a Global Economy

Module Code: DLMBGE

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

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

Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Managing in a Global Economy)

Contributing Courses to Module

- Managing in a Global Economy (DLMBGE01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

Learning Outcomes

Managing in a Global Economy

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other moduls in the field(s) of Business Administration & Management	All Master Programmes in the Business & Management field(s)

Managing in a Global Economy

Course Code: DLMBGE01

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

Course Description

The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high.The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.

Course Outcomes

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Contents

4. Strategy Development in International Business
   - 4.1 Strategy in Globalized Business Operations
   - 4.2 Strategy Concepts and Strategic Options
   - 4.3 Managing Strategy

5. International Human Resource Management
   - 5.1 Characteristics of International Human Resource Management
   - 5.2 The Global Manager
   - 5.3 Instruments in International Human Resource Management

6. Organization in International Business
   - 6.1 Traditional Perspectives on Business Organization
   - 6.2 Modern Views on Business Organization
   - 6.3 Coordination and Control of Intra-Organizational Collaboration

7. International Marketing
   - 7.1 Marketing in International Business
   - 7.2 Strategic Choices in International Marketing
   - 7.3 Marketing Mix Choices in International Marketing

8. Supply Chain Management and Accountancy in International Business
   - 8.1 Supply Chain Management and International Business
   - 8.2 Quality, Supplier Networks, and Inventory in Supply Chain Management
   - 8.3 Accounting in International Business

Literature

Compulsory Reading

Further Reading

- Beamish, P. W., Morrison, A., Inkpen, A., & Rosenzwig, P. (2003). International management: Text and cases (International student ed.). London: McGraw-Hill Education.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2010). International business: Environments and operations (13th ed.). Essex: Pearson Education.
- Hill, C. W. L., & Hult, G. T. M. (2016). International business: Competing in the global marketplace (11th ed.). New York, NY: McGraw-Hill Education.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2014). Exploring strategy (10th ed.). Essex: Pearson Education.
- Wall, S., Minocha, S., & Rees, B. (2015). International business (4th ed.). Harlow: Pearson Education.

Study Format myStudies

Study Format	Course Type
myStudies	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	

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

DLMBGE01

Health Policy and Planning

Module Code: DLMIHMHPP

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Health Policy and Planning)

Contributing Courses to Module

- Health Policy and Planning (DLMIHMHPP01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Policy Making and Health Policy Making
- Agenda Setting
- The role of Interest Groups
- Comparative Health Policy
- Leadership in Health Policy

Learning Outcomes

Health Policy and Planning

On successful completion, students will be able to

- reflect on the complexity of health policy processes at national and international level.
- identify and strategically respond to the roles of stakeholders and stakeholder groups in policy processes.
- understand how and by whom policy agendas are set and how these processes can in turn be influenced.
- assess and analyse the formation and the influence of different interest groups in terms of political economy.
- compare health policies internationally and to consider lessons learned.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Health Policy and Planning

Course Code: DLMIHMHPP01

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

Course Description

This course provides a sound introduction to health policy design and planning processes. The individual stakeholders, their respective incentive systems and communication channels are discussed against the background of national, international and global agendas in health policy. The institutional and legal framework plays just as much a role as, for example, the formation and influence of different interest groups. The course also deals with the comparative analysis of national health policies. The course emphasizes the relevance and role of leadership in health policy and planning.

Course Outcomes

On successful completion, students will be able to

- reflect on the complexity of health policy processes at national and international level.
- identify and strategically respond to the roles of stakeholders and stakeholder groups in policy processes.
- understand how and by whom policy agendas are set and how these processes can in turn be influenced.
- assess and analyse the formation and the influence of different interest groups in terms of political economy.
- compare health policies internationally and to consider lessons learned.

Contents

1. Policy-Making and Health Policy-Making
   - 1.1 Making Policy in a Complex World
   - 1.2 Policy – Public Policy – Health Policy
   - 1.3 Stakeholders in Health Policy
   - 1.4 The Private Sector
   - 1.5 The Policy Process

2. Agenda Setting
   - 2.1 The “Right to Health”
   - 2.2 Legitimacy, Feasibility and Support
   - 2.3 Governments as Agenda-Setters
   - 2.4 Legislature, Executive and Judicative
   - 2.5 Mass Media as Agenda Setters

3. Evidence-Based Policy Making
   - 3.1 Sources of Evidence
   - 3.2 Paradigms in Policy Research
   - 3.3 Limitations

4. The Role of Interest Groups
   - 4.1 Types of Interest Groups
   - 4.2 Civil-Society Groups
   - 4.3 Private Sector Interest Groups
   - 4.4 Public-Private Health Partnerships

5. Comparative Health Policy
   - 5.1 Globalizing the Policy Process
   - 5.2 Health Policies within the Health System Context
   - 5.3 Public Health Policies Internationally
   - 5.4 Cross National Learning

6. Leadership in Health Policy
   - 6.1 Characterizing Public Leadership
   - 6.2 Levels of Leadership

Literature

Compulsory Reading

Further Reading

- Blank, R./Burau, V./Kuhlmann, E. (2018): Comparative health policy. 5th edition, London, Red Globe Press.
- Buse, K./Mays, N./Walt, G. (2012): Making health policy. 2nd edition, Maidenhead, Open University Press.
- Forman, L. (2017): What do human rights bring to discussions of power and politics in health policy and systems?. Global Public Health, 14(4), 489-502, doi: 10.1080/17441692.2017.1405457.
- Gilson, L. (2016): Everyday politics and the leadership of health policy implementation. Health Systems & Reform, 2(3), 187-193, doi: 10.1080/23288604.2016.1217367.
- Gore, R./Parker, R. (2019): Analysing power and politics in health policies and systems. Global Public Health, 14(4), 481-488, doi: 10.1080/17441692.2019.1575446.

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: 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	☐ Reader
☐ Exam Template	☐ Slides

Strategic Management

Module Code: DLMBSME

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

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

Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Strategic Management)

Contributing Courses to Module

- Strategic Management (DLMBSME01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Strategic Management

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Business Administration & Management.	All Master Programmes in the Business & Management field.

Strategic Management

Course Code: DLMBSME01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Hooley, G. J., Piercy, N., Nicoulaud, B., & Rudd, J. M. (2017). Marketing strategy and competitive positioning (6th ed.). Harlow: Pearson Education. ▪ Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2017). Exploring strategy: Text and cases (10th ed.). Harlow: Pearson Education. ▪ Kotler, P. T., & Keller, K. L. (2015). Marketing management (15th ed.). Harlow: Pearson. ▪ Porter, M. (2004). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: Free Press. ▪ Porter, M. (2008). On competition (2nd ed.). Boston: Harvard Business Review Press.

Study Format myStudies

Study Format	Course Type
myStudies	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	☐ Reader
☑ Exam Template	☐ Slides

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	☐ Reader
☑ Exam Template	☐ Slides

Health Technology Assessment

Module Code: DLMIHMHTA

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Health Technology Assessment)

Contributing Courses to Module

- Health Technology Assessment (DLMIHMHTA01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Defining HTA
- Basic Principles of Evidence-Based Medicine
- Functions of HTA
- HTA in the Reimbursement of Medicines
- HTA in Benefit Package Design
- Institutionalization of HTA

Learning Outcomes

Health Technology Assessment

On successful completion, students will be able to

- understand the rationale and limits of evidence-based medicine and policy.
- appreciate the relevance of Health Technology Assessment in relation to areas such as market access, pricing policy and clinical guidelines.
- evaluate the social, economic, organizational, and ethical issues of a health intervention or health technology.
- classify current trends in the institutionalization of HTA in an international context.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Health Technology Assessment

Course Code: DLMIHMHTA01

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

Course Description

This course provides a solid understanding of the many facets of Health Technology Assessment (HTA). Against the background of the different objectives of HTA at the respective levels of the health system, the diverse methodological approaches are illuminated. In particular, the rationale of evidence-based medicine will be addressed. Students gain a deep insight into individual functions of HTA. On the one hand, the reimbursement of medicines, on the other hand, the design of the general benefit package within health systems are brought into focus. Finally, the students get exposed to questions of the institutionalization of HTA at the national and international level.

Course Outcomes

On successful completion, students will be able to

- understand the rationale and limits of evidence-based medicine and policy.
- appreciate the relevance of Health Technology Assessment in relation to areas such as market access, pricing policy and clinical guidelines.
- evaluate the social, economic, organizational, and ethical issues of a health intervention or health technology.
- classify current trends in the institutionalization of HTA in an international context.

Contents

1. Defining Health Technology Assessment (HTA)
   - 1.1 Context of HTA
   - 1.2 Objectives of HTA
   - 1.3 Instruments of HTA
2. Basic Principles of Evidence-Based Medicine (EBM)
   - 2.1 What is Evidence-Based Medicine?
   - 2.2 Causation
   - 2.3 Searching the Medical Literature
   - 2.4 Study Design and Strength of Evidence
   - 2.5 Sources of Bias
   - 2.6 Meta-Analysis and Systematic Reviews

3. Functions of Health Technology Assessment
   - 3.1 Market Access
   - 3.2 HTA Assessment and Appraisal
   - 3.3 Price Policies and Procurement
   - 3.4 Clinical Guidelines
   - 3.5 Horizon Scanning

4. Reimbursement of Medicines and HTA
   - 4.1 Decision-Analytic Models
   - 4.2 Effectiveness Versus Efficacy
   - 4.3 Health-Related Quality of Life
   - 4.4 Real-World Data

5. HTA in Benefit Package Design
   - 5.1 Evidence-Based Priority Setting
   - 5.2 Ethics, Rights, and Political Economy

6. Institutionalizing HTA Mechanisms
   - 6.1 Institutional and Governance Arrangements
   - 6.2 Country Case Studies and International Initiatives (NICE, IQWiG, EUnetHTA, INAHTA)

Literature

Compulsory Reading

Further Reading

- Bertram, M./Dhaene, G./Tan-Torres Edejer, T. (eds.)(2021): Institutionalizing health technology assessment mechanisms: a how to guide. World Health Organization, Geneva.
- Glassman, A./Giedion, U./Smith, P. (eds.)(2017): What's in, what's out: designing benefits for universal health coverage. Center for Global Development, Washington DC.
- Hopkins, R. (2015): Health technology assessment: Using biostatistics to break the barriers of adopting new medicines. CRC Press, Boca Raton FL.
- Scaletti, A. (2014): Evaluating investments in health care systems: Health technology assessment. Springer, Heidelberg.

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	☐ Reader
☑ Exam Template	☐ Slides

DLMIHMHTA01

Advanced Research Methods

Module Code: DLMARM

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

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

Module Coordinator

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

Contributing Courses to Module

- Advanced Research Methods (DLMARM01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Advanced Research Methods

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Methods	All Master Programmes in the Business & Management fields

Advanced Research Methods

Course Code: DLMARM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Case Study Research
   - 2.1 Types of Case Study Research
   - 2.2 Maintaining Quality in Case Study Research
   - 2.3 Case Study Design
   - 2.4 Implementing Case Studies
   - 2.5 Analyzing Case Studies

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

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

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

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

Literature

Compulsory Reading

Further Reading

- Babbie, E. R. (2021). The practice of social research (15th ed.). Cengage Learning.
- Giles, D. C. (2002). Advanced research methods in psychology. Routledge.
- Saunders, M., Thornhill, A., & Lewis, P. (2009). Research methods for business students (5th 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	**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	☐ Reader
☐ Exam Template	☐ Slides

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	Written Assessment: Written 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®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☐ Slides

DLMARM01

2. Semester

Health Economics

Module Code: DLMIHMHE

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Health Economics)

Contributing Courses to Module

- Health Economics (DLMIHMHE01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Economic Peculiarities of the Healthcare Market
- Equality and Fairness
- Delivering Healthcare
- Economic Evaluation and Priority Setting

Learning Outcomes

Health Economics

On successful completion, students will be able to

- analyze demand and supply on health markets from an economic perspective and to derive consequences.
- substantiate the necessity to focus on distributive goals with the help of theories of distributive justice.
- explore economic scope for action from the perspective of service providers in the health sector.
- reflect on the principles of health economic evaluation and to use and appraise them against the background of allocation decisions.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Health Economics

Course Code: DLMIHMHE01

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

Course Description

This course addresses the economic peculiarities of the healthcare market, with a particular focus on the requirements for decision-makers in the healthcare sector. Students are sensitized to economic thinking and are confronted in particular with the tension between efficiency and equity in healthcare. While the module content draws on economic theory, the policy implications are evident in each section of the module.

Course Outcomes

On successful completion, students will be able to

- analyze demand and supply on health markets from an economic perspective and to derive consequences.
- substantiate the necessity to focus on distributive goals with the help of theories of distributive justice.
- explore economic scope for action from the perspective of service providers in the health sector.
- reflect on the principles of health economic evaluation and to use and appraise them against the background of allocation decisions.

Contents

1. The Peculiar Market for Healthcare
   - 1.1 Demand and Need
   - 1.2 Supply: Resources, Production and Costs
   - 1.3 Asymmetric Information and the Agency Relationship
   - 1.4 Externalities
   - 1.5 Market Failure and its Consequences
2. Government Intervention in Healthcare Markets
   - 2.1 Economic Rationale for Government Intervention
   - 2.2 Forms of Government Intervention
   - 2.3 Government Involvement in Healthcare
   - 2.4 Government Failure
   - 2.5 Competitive Strategies

3. Equality and Fairness
   - 3.1 Distributive Preferences
   - 3.2 Concepts of Health Equity
   - 3.3 Theories of Distributive Justice
   - 3.4 Exogenous Determinants of Health
   - 3.5 Policy Lessons

4. Delivering Healthcare
   - 4.1 The Physician as a Supplier of Medical Services
   - 4.2 Supplier-Induced Demand
   - 4.3 Economics of Hospital Care

5. Economic Evaluation and Priority Setting
   - 5.1 Benefits and the Measurement of Health Benefits
   - 5.2 Costing Healthcare
   - 5.3 Types of Economic Evaluation
   - 5.4 QALYs and the Cost-Effectiveness Threshold
   - 5.5 Policy Implications

6. Health Econometrics
   - 6.1 Introduction to Applied Health Econometrics
   - 6.2 Methods for Causal Analysis

Literature

Compulsory Reading

Further Reading

- Drummond, M. et al. (2015): Methods for the economic evaluation of health care programmes. 4th edition, Oxford, Oxford University Press.
- McPake, B. et al. (2020): Health economics – an international perspective. 4th edition, Abingdon, Routledge.
- Olsen, J. (2017): Principles in health economics and policy. 2nd edition. Oxford, Oxford University 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	**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	☐ Reader
☑ Exam Template	☐ Slides

DLMIHMHE01

Leadership

Module Code: DLMBLSE

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

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

Module Coordinator

Prof. Dr. Georg Berkel (Leadership)

Contributing Courses to Module

- Leadership (DLMBLSE01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Leadership

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Business Administration & Management.	All Master Programmes in the Business & Management field.

Leadership

Course Code: DLMBLSE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

4. Leadership from the Manager's Perspective
   - 4.1 Self-Concept as a Manager
   - 4.2 Locomotion and Cohesion
   - 4.3 Individual Problems and Learning Dimensions of Management Behavior
   - 4.4 The Concept of Human Nature and Its Influence on Management Behavior: Theories from Maslow, McGregor, and Herzberg
   - 4.5 Ambiguity Tolerance

5. Management Tools
   - 5.1 Management Tools - Definition
   - 5.2 Organizational Management Tools
   - 5.3 Personnel Management Tools

6. Managerial Functions
   - 6.1 Responsibilities of a Manager
   - 6.2 Communication
   - 6.3 Foundations of Interpersonal Communication
   - 6.4 Planning
   - 6.5 Setting Objectives
   - 6.6 Delegating
   - 6.7 Controlling
   - 6.8 Creating a Feedback Culture

7. Organizational Change
   - 7.1 Knowledge
   - 7.2 Cultural Value Change and Subjectification
   - 7.3 Globalization
   - 7.4 Technological Progress
   - 7.5 Change Management – Leadership in Times of Change

8. Successful Employee Management
   - 8.1 Measuring Leadership Style and Leadership Behavior
   - 8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)
   - 8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria
   - 8.4 Validation of Leadership Success Using Situational Factors
   - 8.5 Leadership Principles Guiding Leadership Behavior

Literature

Compulsory Reading

Further Reading

- Gneezy, U., & Rustichini, A. (2000). Pay enough or don't pay at all. The Quarterly Journal of Economics,115(3), 791–810. (Database: EBSCO).
- Goleman, D., Boyatzis, R., & McKee, A. (2004). Primal leadership: Learning to lead with emotionalintelligence. Boston, MA: Harvard Business School Press.
- Hechter, M., & Opp, K.-D. (2001). Social norms. New York, NY: Russell Sage Foundation.
- Herzberg, F., Mausner, B., & Bloch Synderman, B. (1993). The motivation to work. New Brunswick:Transaction Publishers. (Database: EBSCO).
- Kouzes, J. M., & Posner, B. Z. (1999). Encouraging the heart: A leader's guide to rewarding and recognizingothers. San Francisco, CA: Jossey-Bass. (Database: CIANDO).
- Maslow, A. (1954). Motivation and personality. New York, NY: Harper & Row.
- Norton, R. W. (1975). Measurement of ambiguity tolerance. Journal of Personality Assessment, 39(6), 607–619. (Database: EBSCO).
- Trilling, L. (1972). Sincerity and authenticity. Cambridge, MA: Harvard University Press. (Database: EBSCO).

Study Format myStudies

Study Format	Course Type
myStudies	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	

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	

Healthcare Financing

Module Code: DLMIHMHF

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Healthcare Financing)

Contributing Courses to Module

- Healthcare Financing (DLMIHMHF01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Oral Assignment	

Weight of Module

see curriculum

Module Contents

- Health Expenditure as a Key Input for Health Financing
- Revenue Collection
- Risk Pooling Mechanisms
- Provider Payment Mechanisms
- Trends in Healthcare Financing

Learning Outcomes

Healthcare Financing

On successful completion, students will be able to

- interpret health care financing in the light of health expenditure trends.
- explain the health financing functions and illustrate them with real world examples.
- analyze the quality incentives associated with provider payment mechanisms.
- showcase the strengths and weaknesses of pay for performance models.
- dissect DRG based payments for hospital services and evaluate alternative approaches.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Healthcare Financing

Course Code: DLMIHMHF01

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

Course Description

This course breaks down challenges in health financing from a systems perspective. The course investigates how health financing supports the achievement of national and international health goals. Health expenditure analysis is linked to different approaches of health financing. The course agenda follows different stakeholders' perspectives. It also showcases trends in health financing and analyzes dominant provider payment mechanisms.

Course Outcomes

On successful completion, students will be able to

- interpret health care financing in the light of health expenditure trends.
- explain the health financing functions and illustrate them with real world examples.
- analyze the quality incentives associated with provider payment mechanisms.
- showcase the strengths and weaknesses of pay for performance models.
- dissect DRG based payments for hospital services and evaluate alternative approaches.

Contents

1. Health Expenditure Analysis
   - 1.1 Global Trends in Health Spending
   - 1.2 Burden of Disease and Domestic Health Spending
   - 1.3 Government Health Spending

2. Financing Healthcare
   - 2.1 Revenue Raising
   - 2.2 Risk Pooling
   - 2.3 Resource Allocation
   - 2.4 Service Provision

3. Provider Payment Systems and Associated Quality Incentives
   - 3.1 Fee-for-Service
   - 3.2 Capitation
   - 3.3 Global Budget
   - 3.4 Diagnosis-Related Groups (DRGs)
   - 3.5 Deductibles, Coinsurance and Co-Payments

4. Health Financing Globally
   - 4.1 Health Spending Scenarios
   - 4.2 Global Financing Mechanisms
   - 4.3 Alignment

5. Pay-for-Performance
   - 5.1 Pay-for-Performance and Quality of Care
   - 5.2 Pay-for-Performance at the Primary Care Level
   - 5.3 Pay-for-Performance at the Hospital Level

6. The Evolution of DRGs
   - 6.1 Principles of DRG Payment
   - 6.2 DRG-Based Payment for Hospital Services: Country Case Studies

Literature

Compulsory Reading

Further Reading

- Cashin, C. et al. (eds.)(2014). Paying for performance in healthcare. European Observatory on Health Systems and Policies/World Health Organization. Maidenhead, Open University Press.
- Cleverley, W./Cleverley, J. (2018). Essentials of health care finance. 8th edition. Burlington, MA, Jones & Bartlett.
- Feldhaus, I./Mathauer, I. (2018). Effects of mixed provider payment systems and aligned cost sharing practices on expenditure growth management, efficiency, and equity: a structured review of the literature. BMC Health Services Research, 18: 996. doi: 10.1186/s12913-018-3779-1
- Global Burden of Disease Health Financing Collaborator Network (2019). Past, present, and future of global health financing: a review of development assistance, government, out-of-pocket, and other private spending on health for 195 countries, 1995-2050. Lancet, 393, pp. 2233-2260.
- Kutzin, J. et al. (2017) Developing a national health financing strategy: a reference guide. Geneva, World Health Organization.

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

DLMIHMHF01

Global Supply Chain Management

Module Code: MWCH1_E

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

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

Module Coordinator

Prof. Dr. Sebastian Stütz (Global Supply Chain Management)

Contributing Courses to Module

- Global Supply Chain Management (MWCH01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Global Supply Chain Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the fields of Transportation & Logistics	All Master Programs in the Transport & Logistics fields

Global Supply Chain Management

Course Code: MWCH01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Problem-oriented concepts and corresponding management concepts
   - 3.1 Problems in the supply chain
   - 3.2 Interfaces in the Supply Chain
   - 3.3 The Bullwhip Effect
   - 3.4 Collaborative Planning, Forecasting and Replenishment (CPFR)

4. Tasks and goals of the SCM
   - 4.1 Tasks in Supply Chain Management
   - 4.2 Goals of Supply Chain Management
   - 4.3 Sustainable Supply Chain Management (SSCM

5. Cooperation and coordination
   - 5.1 The Corporate Strategy
   - 5.2 Sensible corporate strategies: Instruments and Methods
   - 5.3 Strategic alliances in the context of supply chain management
   - 5.4 Requirements for successful cooperation
   - 5.5 Bundling of activities and process adjustments in cooperations

6. Supply, disposal and recycling strategies
   - 6.1 Supply strategies
   - 6.2 Disposal strategies
   - 6.3 Recycling, reuse/recycling and the corresponding strategies

7. Quality assurance
   - 7.1 Quality management systems
   - 7.2 Quality Assurance in Supply Chain Management
   - 7.3 Methods in quality management
   - 7.4 Instruments in organizational design

8. Information retrieval
   - 8.1 Information Technology in Supply Chain Management
   - 8.2 Business Software
   - 8.3 The Balanced Scorecard as a control instrument

Literature

Compulsory Reading

Further Reading

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

Study Format 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	☐ Reader
☑ Exam Template	☐ Slides

Global Health

Module Code: DLMIHMGH

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Global Health)

Contributing Courses to Module

- Global Health (DLMIHMGH01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Oral Assignment	

Weight of Module

see curriculum

Module Contents

- Population Health
- Social Determinants of Health, and Health Equity
- Global Health Governance and International Health Policy
- Global Health, Trade, and Innovation
- One Health – Planetary Health
- Global Health Security

Learning Outcomes

Global Health

On successful completion, students will be able to

- understand that global health sets the framework for their actions as health workers or healthcare managers.
- guide their actions according to their understanding of the social determinants of health and to their understanding of health in the "planetary context".
- interpret health diplomacy in the context of global health governance structures and their objectives.
- assess the opportunities and risks of global economic and technological developments as actors in health markets.
- consider how they can contribute to preparedness and resilience in the face of global health security risks as responsible stakeholders.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Global Health

Course Code: DLMIHMGH01

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

Course Description

This course exposes students to the implications of health as a global phenomenon. The course provides an overview of global epidemiology and the global burden of disease. It identifies its determinants and discusses the roles of different actors at the global level. The ways in which economic activities and technological progress shape health at the global level form another focused topic. A further topic area covers the interrelationships of human health and broader environmental factors. Finally, the challenges and perspectives of global health security are reviewed with respect to possible strategies for action.

Course Outcomes

On successful completion, students will be able to

- understand that global health sets the framework for their actions as health workers or healthcare managers.
- guide their actions according to their understanding of the social determinants of health and to their understanding of health in the "planetary context".
- interpret health diplomacy in the context of global health governance structures and their objectives.
- assess the opportunities and risks of global economic and technological developments as actors in health markets.
- consider how they can contribute to preparedness and resilience in the face of global health security risks as responsible stakeholders.

Contents

1. Population Health
   - 1.1 Measuring the Global Burden of Disease
   - 1.2 Infectious Diseases
   - 1.3 Chronic Diseases and Risks
   - 1.4 Global Mental Health
   - 1.5 Epidemiological Transitions
2. Social Determinants of Health, and Health Equity
   - 2.1 Global Health, Human Rights, and Ethics
   - 2.2 Identifying and Acting on the Social Determinants of Health
   - 2.3 Health Equity – the Global Dimension

3. Global Health Governance and International Health Policy
   - 3.1 Roles: Agenda Setting, Rulemaking, Financing, Capacity Building
   - 3.2 The Word Health Organization (WHO)
   - 3.3 Intergovernmental and International Nongovernmental Organizations in Global Health
   - 3.4 Regional Development Banks
   - 3.5 The 3Gs (Global Fund to Fight Aids, Malaria, and Tuberculosis; Gavi; Global Financing Facility)
   - 3.6 Other Stakeholders

4. Global Health, Trade, and Innovation
   - 4.1 Trade-Related Aspects of Global Health
   - 4.2 Information and Communication
   - 4.3 Organizational Systems
   - 4.4 Pharmaceuticals and Medical Devices
   - 4.5 Other Fields of Innovation with an Impact on Global Health

5. One Health – Planetary Health
   - 5.1 Health in the Sustainable Development Goals (SDGs)
   - 5.2 Human Health and Animal Health
   - 5.3 Climate Change and Health
   - 5.4 Water, Nutrition
   - 5.5 Migration and Urbanization

6. Global Health Security
   - 6.1 The Politics of Health Security
   - 6.2 Emerging Infections, Pandemics and Security
   - 6.3 Antimicrobial Resistance in One Health
   - 6.4 Conflict, Instability, and Health Security
   - 6.5 Preparedness and Resilience

Literature
Compulsory Reading
Further Reading ▪ Kickbusch, I. et al. (eds.)(2013): Global health diplomacy: Concepts, issues, actors, instruments, for a and cases. Springer, Heidelberg. ▪ Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington, MA. ▪ Warwick-Booth, L./Cross, R. (2018): Global health studies: a social determinants perspective. Polity Press, Cambridge, UK.

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

Applied Statistics

Module Code: DLMAST-01_E

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

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

Module Coordinator

Prof. Dr. Cordula Kreuzenbeck (Applied Statistics)

Contributing Courses to Module

- Applied Statistics (MMET02-01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Applied Statistics

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Methods	All Master Programs in the Business & Management fields

Applied Statistics

Course Code: MMET02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

4. Statistical estimation methods
   - 4.1 Point estimation
   - 4.2 Interval estimation

5. Hypothesis Testing
   - 5.1 Expected value with known standard deviation (z-test)
   - 5.2 Expected value with unknown standard deviation (t-test)

6. Simple Linear Regression*
   - 6.1 Conceptual considerations
   - 6.2 Regression line
   - 6.3 Quality assessment
   - 6.4 Applications

Literature

Compulsory Reading

Further Reading

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

Study Format 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	☐ Reader
☑ Exam Template	☐ Slides

Study Format myStudies

Study Format	Course Type
myStudies	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	☐ Reader
☑ Exam Template	☐ Slides

3. Semester

Quality Assurance and Risk Management in Health

Module Code: DLMIHMQARMH

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

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

Module Coordinator

Prof. Dr. Michael Thiede (Quality Assurance and Risk Management in Health)

Contributing Courses to Module

- Quality Assurance and Risk Management in Health (DLMIHMQARMH01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Quality assurance and Risk management in Healthcare
- Quality Assurance Systems
- Risk Identification and Management
- Audits in healthcare providing institutions
- Process management
- Project Management

Learning Outcomes

Quality Assurance and Risk Management in Health

On successful completion, students will be able to

- build a quality and risk management system.
- analyze processes according to stakeholder needs.
- manage internal and external audits.
- apply quality management methods on practical work scenarios.
- build project plans and support the execution.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the Health Affairs field

Quality Assurance and Risk Management in Health

Course Code: DLMIHMQARMH01

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

Course Description

The healthcare market is still a growing market, with many populations in Europe and abroad facing rising age and chronification of illnesses paired with civilization diseases such as cardiovascular diseases, cancer and the challenges of a growing obesity epidemic. On the one hand the demand in the healthcare sector is rising in such countries and on the other hand the awareness in terms of personal health of the civilization has grown immensely in the last two decades. As the resources in most healthcare systems are scarce and service providers face the need to be efficient and under constant development, Quality Assurance and Risk Management have gotten a broader attention. This is due to the focused management approach and the practical implementation tools that comes with it. Supporting the leaders in coming up with the management goals aligned to the market situation, the often restricted legislative context and the stakeholder interests, the quality assurance systems also pave the way for the most direct path to achieving these goals. By introducing the healthcare institutions to a purposeful management of risks, with an emphasis on patient safety, reputational and economical harm is minimized. The last key methods for a considerate use of the given resources are the process and project management tools. Both tools are a powerful engine for strategic goals and future developments.

Course Outcomes

On successful completion, students will be able to

- build a quality and risk management system.
- analyze processes according to stakeholder needs.
- manage internal and external audits.
- apply quality management methods on practical work scenarios.
- build project plans and support the execution.

Contents

1. Quality Assurance and Risk Management in Healthcare
   - 1.1 Definitions and Practical Application
   - 1.2 Measuring Quality and Identifying Risks
   - 1.3 Pay for Performance

2. Quality Assurance Systems
   - 2.1 Quality Management Models
   - 2.2 European Norm on Quality Assurance
   - 2.3 Methods

3. Risk Identification and Management
   - 3.1 Patient Safety Culture
   - 3.2 CIRS-Systems
   - 3.3 Risk Management

4. Audits in Healthcare Providing Institutions
   - 4.1 Internal Audits
   - 4.2 External Audits
   - 4.3 Certificates

5. Process Management
   - 5.1 Visualization
   - 5.2 Stakeholder-Analysis and Goals
   - 5.3 Management of Deviations

6. Project Management
   - 6.1 Project Management Basics
   - 6.2 Milestones or Kaizen Approach
   - 6.3 Project Communication

Literature

Compulsory Reading

Further Reading

- Bove, L.A. & Houston, S.M. (2020): Project Management Skills for Healthcare: Methods and Techniques for Diverse Skillsets. Productivity Press, New York.
- Minvielle, E. & Kimberly, J.R. (2005): Measuring and Managing Quality in Hospitals: Lessons from a French Experiment. Emerald Group Publishing Limited, Bingley.
- Pruitt, Z./ Smith, C. S./ Perez-Ruberte, E. (2020): Healthcare Quality Management: A Case Study Approach. Springer Publishing Company, New York.
- Simsekler, M.C.E. (2019): The link between healthcare risk identification and patient safety culture. International Journal of Health Care Quality Assurance, 32(3), 574–587.

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	**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	☐ Reader
☐ Exam Template	☐ Slides

DLMIHMQARMH01

Seminar: Managing People and Organizations

Module Code: DLMMGSMPO

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

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

Module Coordinator

Prof. Dr. Markus Prandini (Seminar: Managing People and Organizations)

Contributing Courses to Module

- Seminar: Managing People and Organizations (DLMMGSMPO01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Written Assessment: Research Essay Study Format: myStudies Written Assessment: Research Essay	

Weight of Module

see curriculum

Module Contents

This seminar deals with issues in managing people and organizations.

Learning Outcomes

Seminar: Managing People and Organizations

On successful completion, students will be able to

- familiarize themselves autonomously with a given topic from the field of "Managing People and Organizations".
- 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 IU International University of Applied Sciences (IU)**
This module is similar to other modules in the fields of Business Administration & Management	Master Programmes in the Business & Management fields

Seminar: Managing People and Organizations

Course Code: DLMMGSMPO01

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

Course Description

In the seminar "Managing People and Organizations" students write a research essay on a specific topic. The students demonstrate that they are able to autonomously familiarize themselves with a topic of the seminar 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 "Managing People and Organizations".
- 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 "Managing People and Organizations". Each participant is expected to write a research paper on a topic assigned to them.

Literature

Compulsory Reading

Further Reading

- Bailey, S. (2011). Academic writing for international students of business. New York, NY: Routledge.
- Swales, J. M., & Feak, C. R. (2012). Academic writing for graduate students, essential tasks and skills. Michigan: University of Michigan Press.
- Turabian, K. L. (2013). A manual for writers of research papers, theses, and dissertations. Chicago: University of Chicago Press.
- Paiz, J.M., Angeli A., Wagner, J., Lawrick L., Moore K., Anderson M., Soderlund L., ... Keck R. (2013). Reference List: Basic Rules. In Purdue Online Writing Lab. Retrieved from https://owl.english.purdue.edu/owl/resource/560/05/

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Study Format myStudies

Study Format	Course Type
myStudies	Seminar

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

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

DLMMGSMPO01

Digital Health

Module Code: DLMGWDIMP_E

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

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

Module Coordinator

Prof. Dr. Patrick Fehling (Digitalization in Healthcare) / Prof. Dr. Patrick Fehling (Seminar: Digitalization in Healthcare)

Contributing Courses to Module

- Digitalization in Healthcare (DLMGWDIMP01_E)
- Seminar: Digitalization in Healthcare (DLMGWDIMP02_E)

Module Exam Type

Module Exam	Split Exam
	Digitalization in Healthcare • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Digitalization in Healthcare • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Digitalization in Healthcare

- Terms, concepts and examples of digitalization in the health and social care sector
- Design approaches for digitalization projects
- Ethical consideration of digitalization processes
- Challenges and risks of digital transformations

Seminar: Digitalization in Healthcare

This course will take a critical look at current topics and trends related to the digitalization of processes in medicine and nursing.

Learning Outcomes

Digitalization in Healthcare

On successful completion, students will be able to

- explain the basic terms and concepts of digitalization.
- understand the principles and modes of action of digital transformations.
- describe current technologies and digitalization processes in medicine and nursing.
- develop their own ideas and design approaches for digitalization projects.
- determine the ethical problems of digital transformations.
- assess the challenges and risks of digitalization processes.

Seminar: Digitalization in Healthcare

On successful completion, students will be able to

- evaluate a digitization issue from different points of view or perspectives.
- implement a systematic literature search according to scientific principles.
- write a scientific paper according to formal and methodological criteria.
- identify various, current issues of digital transformation in medicine and nursing.
- contrast the different effects and changes caused by digitization processes in
- medicine and nursing.

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Digitalization in Healthcare

Course Code: DLMGWDIMP01_E

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

Course Description

This course deals with digitalization and the associated changes in the processes of medical and nursing care. In an introduction, the most important terms and concepts of digitalization are first explained, and then the different effects and evaluation possibilities of digital transformation processes are shown. This is followed by a discussion of current examples and trends in digitalization in medical and nursing care practice, such as surgical robots and medical support systems as well as assistive technologies. Excursions will focus on the information technology background of digital technologies, e. g. autonomous systems and artificial intelligences. The next step is to identify ways in which digitalization processes in medicine and care can be successfully designed. The areas of information and communication management, personnel development and knowledge management are specially focused. Finally, the ethical challenges of digital transformation processes are examined, which currently involve (still) unresolved legal problems (e.g., liability law). It also reflects the role of people (as citizens, patients or employees) in a digital health and social care system and the risks and challenges that can be identified regarding data and information security and data protection as well as transparency and control of algorithms.

Course Outcomes

On successful completion, students will be able to

- explain the basic terms and concepts of digitalization.
- understand the principles and modes of action of digital transformations.
- describe current technologies and digitalization processes in medicine and nursing.
- develop their own ideas and design approaches for digitalization projects.
- determine the ethical problems of digital transformations.
- assess the challenges and risks of digitalization processes.

Contents

1. Basics of Digitalization
   - 1.1 Terms and Concepts
   - 1.2 Principles and Modes of Action
   - 1.3 Evaluation

2. Digital Transformations and Trends in Medical Care
   - 2.1 The Patient as a Doctor - Medical Self-Care
   - 2.2 The Doctor at a Distance - Telemedicine
   - 2.3 The Computer as a Doctor - Medical Support Systems
   - 2.4 Excursus: Algorithms and Machine Learning

3. Digital Transformations and Trends in Nursing Care
   - 3.1 Digital Care Management in Hospitals Using the Example of Information Systems
   - 3.2 Digital Care and Supply Management in Geriatric Care Using the Example of Assistive Technologies
   - 3.3 Excursus: Artificial Intelligence and Robotics

4. Selected Design Approaches for Health and Care Management
   - 4.1 Information and Communication Management
   - 4.2 Human Resources Development
   - 4.3 Knowledge Management

5. Ethical Consideration of Digital Health and Care Services.
   - 5.1 Ethical Terms and Concepts
   - 5.2 Can Algorithms and Autonomous Systems Act Responsibly?
   - 5.3 Can Artificial Intelligences and Robots Replace Humans?

6. Challenges and Risks of Digital Transformation in the Health and Social Care Sector
   - 6.1 Analog People - Digital Technologies
   - 6.2 Data Security, Information Security and Data Protection
   - 6.3 Transparency and Control of Algorithms

Literature

Compulsory Reading

Further Reading

- Menvielle, L./Audrain-Pontevia, A.-F./Menvielle, W. (eds., 2017): The Digitization of Healthcare. Palgrave Macmillan, London.
- Saari, E./Toivonen, M. (2019): Human-Centered Digitalization and Services. Springer, Singapore.
- Shashi Gogia, S. (2019): Fundamentals of Telemedicine and Telehealth. Elsevier Science, Amsterdam.

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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Digitalization in Healthcare

Course Code: DLMGWDIMP02_E

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

Course Description

This course focuses on digital transformations and trends in medicine and nursing. Technological advances in information and communication technology as well as robotics are leading to the transformation of established structures and processes in health and social care in a very short time. This also means that the familiar roles and areas of responsibility of all involved steakholders (e.g. doctors, nursing and care staff, patients, citizens, etc.) are changing. In health and care management, the ability to critically examine innovations or new technologies in order to be able to assess their actual social, cultural and economic added value is needed. For this reason, each student prepares a written research essay in which the critical examination of digital transformation processes takes place, whereby advantages and disadvantages as well as opportunities and limitations of digital technologies and processes are recognized. In addition, this also opens up perspectives for the active design and management of digitization processes in hospitals, nursing homes and other health and social care facilities

Course Outcomes

On successful completion, students will be able to

- evaluate a digitization issue from different points of view or perspectives.
- implement a systematic literature search according to scientific principles.
- write a scientific paper according to formal and methodological criteria.
- identify various, current issues of digital transformation in medicine and nursing.
- contrast the different effects and changes caused by digitization processes in
- medicine and nursing.

Contents

- The digital transformation in health and social care is progressing continuously: innovative care processes are arriving in practice, new technologies and markets are arising, but new risks and problems are also emerging. This seminar addresses such current topics of digitalization in medicine and care. The seminar topics include various technologies and innovations of digitalization in health and social care (mHealth, internet of things, AI, etc.), which will be analyzed from different perspectives e.g. from an ethical, legal, social, cultural and economic point of view. Each student has to prepare a research essay on an assigned topic.

Literature
Compulsory Reading
Further Reading ▪ Menvielle, L./Audrain-Pontevia, A.-F./Menvielle, W. (eds., 2017): The Digitization of Healthcare. Palgrave Macmillan, London. ▪ Saari, E./Toivonen, M. (2019): Human-Centered Digitalization and Services. Springer, Singapore. ▪ Shashi Gogia, S. (2019): Fundamentals of Telemedicine and Telehealth. Elsevier Science, Amsterdam.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Public Health

Module Code: DLMGWPH_E

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

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

Module Coordinator

Prof. Dr. Simone Jacobs (Public Health) / Prof. Dr. Simone Jacobs (Seminar: Public Health)

Contributing Courses to Module

- Public Health (DLMGWPH01_E)
- Seminar: Public Health (DLMGWPH02_E)

Module Exam Type

Module Exam	Split Exam
	Public Health • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Public Health • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Public Health

- Statistical and epidemiological basis for public health
- Social science basics of disease and health
- Political and economic basics of the German health care system
- Medical basis for public health
- Ethical sensitization to public health issues
- Scientific competence in health promotion and prevention

Seminar: Public Health

- The seminar teaches the potential of digitalization in the context of public health (ePublic Health). Each student must prepare a seminar paper on an assigned topic and present the contents of the written paper.
  - Relevance of digital health applications to population health
  - Potentials and risks of digital media for health promotion compared to other media
  - Digital communication and education to promote health literacy and patient empowerment
  - Digital intervention and health behavior
  - Digitization in the context of the shortage of healthcare professionals (including doctors and nurses)
  - Artificial intelligence in the context of early disease detection (e.g., app Ada)
  - ePublic Health in selected settings (companies, schools, municipalities)
  - Specifics of the evaluation of digital intervention in health promotion

Learning Outcomes

Public Health

On successful completion, students will be able to

- work on practical and application-related questions in a scientific manner based on theoretical principles of public health-related disciplines, e.g. medicine, epidemiology, economics, psychology, and sociology.
- analyze and assess the health situation of the population as a whole and of subgroups at the municipal, regional, and national levels, as well as in international comparison.
- interpret the influence of physical, psychological, social conditions and environmental influences on health and disease and their interactions.
- take up practical and theoretical issues from application areas of the multidisciplinary field of Public Health scientifically in such a way that specific and interprofessional concepts can be developed and evaluated.
- analyze and evaluate the structure, cost development and dynamics in health care systems.
- to plan, implement and evaluate prevention and health promotion as well as rehabilitative and palliative care concepts in a scientifically way.

Seminar: Public Health

On successful completion, students will be able to

- describe typical examples of digital media/applications in health promotion in the context of the ePublic-Health approach.
- describe the challenges and barriers for the implementation of ePublic-Health approaches in practice using an example to illustrate.
- critically assess concrete examples of ePublic-Health approaches in relation to basic health science models and describe approaches for evaluating technology-based interventions.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Health Science	All Master Programs in the field of Health Affairs

Public Health

Course Code: DLMGWPH01_E

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

Course Description

The aim of the course "Public Health" is to qualify students, by teaching the theoretical foundations of Public Health, for tasks in research as well as in the planning and management area of the national and international health care system. As an independent, multi-, and interdisciplinary science, Public Health deals with the conditions for health and the management and prevention of diseases, as far as they are rooted in the natural, technical and social environment of human beings. The course examines, among other things, the influence of the health care system, health care structures, health literacy, the financing of health care services, the political and social framework and the technological development of eHealth applications on the health situation of a population and shows possible solutions for improving the health situation of society as a whole. It thus reveals the field of tension between health research, social medicine, health services research and economics. The research field of Public Health is taught in a practice-oriented manner.

Course Outcomes

On successful completion, students will be able to

- work on practical and application-related questions in a scientific manner based on theoretical principles of public health-related disciplines, e.g. medicine, epidemiology, economics, psychology, and sociology.
- analyze and assess the health situation of the population as a whole and of subgroups at the municipal, regional, and national levels, as well as in international comparison.
- interpret the influence of physical, psychological, social conditions and environmental influences on health and disease and their interactions.
- take up practical and theoretical issues from application areas of the multidisciplinary field of Public Health scientifically in such a way that specific and interprofessional concepts can be developed and evaluated.
- analyze and evaluate the structure, cost development and dynamics in health care systems.
- to plan, implement and evaluate prevention and health promotion as well as rehabilitative and palliative care concepts in a scientifically way.

Contents

6. Chronic Diseases
   - 6.1 Obesity
   - 6.2 Cardiovascular Diseases
   - 6.3 Malignant Neoplasms
   - 6.4 Respiratory Diseases
   - 6.5 Diseases of the Musculoskeletal System
   - 6.6 Costs of Selected Clinical Pictures

7. Mental Illness and Addiction
   - 7.1 Mental Illness
   - 7.2 Mental Health in Childhood and Adolescence
   - 7.3 Affective Disorders
   - 7.4 Addiction Disorders

8. Infectious Diseases
   - 8.1 Infectious Diseases and Modes of Transmission
   - 8.2 Reporting Systems and Legal Basis for the Surveillance of Infectious Diseases
   - 8.3 HIV/Aids
   - 8.4 Nosocomial Infections
   - 8.5 Vaccinations and Preventive Measures

Literature

Compulsory Reading

Further Reading

- Brownson, R.C. et. al. (2017). Evidence-Based Public Health. Oxford University Press, London.
- Fink, G.A. (2012): Evidence-Based Public Health Practice. Sage Pubn, London.
- Gerhardus, A. et al. (Hrsg.) (2010): Evidence-based Public Health. Hans Huber, Bern.
- Guest, C. et al. (2013): Oxford Handbook of Public Health Practice. Oxford University Press, Oxford.
- Jyoti, B./Hamad, A. (2016): BMJ Clinical Review. Infectious diseases and public health. BPP Learning Media, London.
- Magnuson, J.A./Fu, P.C. (2016): Public Health Informatics and Information Systems. Springer Verlag, Berlin/Heidelberg.
- Skolnik, R. (2015): Global Health 101. Jones and Bartlett Publishers .

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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Public Health

Course Code: DLMGWPH02_E

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

Course Description

The aim of the Public Health seminar is to qualify students by teaching them the theoretical principles and practical implementation of eHealth applications in the context of public health (ePublic-Health). The focus of the course is on digitally supported health promotion and prevention. The goal is the prevention of diseases and the maintenance or promotion of health and well-being (health-oriented action approach). Students learn to critically examine theoretical foundations of health promotion and prevention and to recognize and assess their significance for the population. Concepts and methods of quality assurance, evidence base and evaluation in health promotion and prevention are taught in order to be able to apply them strategically in a practical project planning using digital applications. The focus is primarily on the intersectoral and interdisciplinary approach.

Course Outcomes

On successful completion, students will be able to

- describe typical examples of digital media/applications in health promotion in the context of the ePublic-Health approach.
- describe the challenges and barriers for the implementation of ePublic-Health approaches in practice using an example to illustrate.
- critically assess concrete examples of ePublic-Health approaches in relation to basic health science models and describe approaches for evaluating technology-based interventions.

Contents

- The seminar teaches the potential of digitalization in the context of public health (ePublic Health). Each student must prepare a seminar paper on an assigned topic and present the contents of the written paper.
  - Relevance of digital health applications to population health
  - Potentials and risks of digital media for health promotion compared to other media
  - Digital communication and education to promote health literacy and patient empowerment
  - Digital intervention and health behavior
  - Digitization in the context of the shortage of healthcare professionals (including doctors and nurses)
  - Artificial intelligence in the context of early disease detection (e.g., app Ada)
  - ePublic Health in selected settings (companies, schools, municipalities)
  - Specifics of the evaluation of digital intervention in health promotion

Literature
Compulsory Reading
Further Reading ▪ Bensley, R. J./Brookins-Fisher, J. (2018): Community and Public Health Education Methods. A Practical Guide. Jones & Bartlett Learning. ▪ Magnuson, J. A./Fu, P.C.: Public Health Informatics and Information Systems. Springer Verlag, London. ▪ McKenzie, J. F./Neiger B. L./Thackeray R. (2016): Planning, Implementing & Evaluating Health ▪ Promotion Programs. A Primer. 7. Auflage, Pearson. ▪ Weaver, C. A. et al. (2015): Healthcare Information Management System. Cases, Strategies, Solutions. Springer Verlag, Berlin/Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Innovation in Pharma and Medical Technology

Module Code: DLMIHMEIPMT

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

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

Module Coordinator

Prof. Dr. Lars Meinecke (Innovation in Pharma and Medical Technology) / Prof. Dr. Lars Meinecke (Seminar: Innovation in Pharma and Medical Technology)

Contributing Courses to Module

- Innovation in Pharma and Medical Technology (DLMIHMEIPMT01)
- Seminar: Innovation in Pharma and Medical Technology (DLMIHMEIPMT02)

Module Exam Type

Module Exam	Split Exam
	Innovation in Pharma and Medical Technology • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Innovation in Pharma and Medical Technology • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Innovation in Pharma and Medical Technology

- Introduction to innovation in Pharma and Medical Technology
- Incentives and disincentives for innovation in Pharma and Medical Technology
- Effectiveness and benefits of innovation in Pharma and Medical Technology
- Disruptive Innovations for Pharma and Medical Technology
- Important trends in Pharma
- Important trends in Medical Technology

Seminar: Innovation in Pharma and Medical Technology

Potential and risks of digital transformation for innovations in Pharma and Medical Technology with the following key points: Telehealth, Mobile Health Technologies and wearables and Big data and analytics.

Learning Outcomes

Innovation in Pharma and Medical Technology

On successful completion, students will be able to

- understand and evaluate the influence and interests of different stakeholders on innovation in Pharma and the broad field of medical technology.
- assess and critically discuss the influence of various incentives and disincentives on innovation in these areas.
- analyze the effectiveness and benefits of innovation in Pharma and medical technology while considering ethical aspects.
- analyze and critically evaluate the impact of innovation in these areas on the patient, the society, health care and economics.
- analyze and have an in-depth understanding why innovation projects fail or succeed.
- discuss the challenges and potentials of new trends in pharma and the area of medical technology.

Seminar: Innovation in Pharma and Medical Technology

On successful completion, students will be able to

- critically evaluate risks and benefits of digital transformation in innovation in Pharma and Medical technology.
- analyze and interpret the impact of digital transformation in innovation in these areas on the patient, the society, health care and economics.
- have an in-depth understanding how digital transformation of innovation in Pharma and the field of medical technology can empower patients.

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the Health Affairs field

Innovation in Pharma and Medical Technology

Course Code: DLMIHMEIPMT01

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

Course Description

The aim of the course "Innovation in Pharma and Medical Technology" is to give the students a comprehensive insight into determinants of innovation in Pharma and the broad field of medical technology and to enable the students to analyze the effectiveness and benefits of innovation in these areas. Continuous innovation in pharma and medical technology is a key to medical progress. New technologies and new drugs are used to prevent, treat and cure various illnesses. As a result, innovations in these areas contribute to improving and saving lives. Innovation in pharma and medical technology is a dynamic, complex, and highly competitive multi-stage process. In addition to other topics, the course addresses the impact of incentives and disincentives such as regulatory policy, the patent system, and barriers to new market entrants on innovation, different approaches to evaluate innovations, important trends as well as ethical issues and challenges in this context. The course thus shows the field of tension between patient-relevant, societal, health care-related and economic benefits in innovation in Pharma and medical technology.

Course Outcomes

On successful completion, students will be able to

- understand and evaluate the influence and interests of different stakeholders on innovation in Pharma and the broad field of medical technology.
- assess and critically discuss the influence of various incentives and disincentives on innovation in these areas.
- analyze the effectiveness and benefits of innovation in Pharma and medical technology while considering ethical aspects.
- analyze and critically evaluate the impact of innovation in these areas on the patient, the society, health care and economics.
- analyze and have an in-depth understanding why innovation projects fail or succeed.
- discuss the challenges and potentials of new trends in pharma and the area of medical technology.

Contents

6. Important Trends in Medical Technology
   - 6.1 Nanomedicine
   - 6.2 Wearables for Medical Technology and Implantable Technologies
   - 6.3 Tissue Engineering
   - 6.4 Needle-free Diabetes Care

Literature

Compulsory Reading

Further Reading

- Angraal, S./Krumholz H.M./Schulz W.L. (2017) Blockchain Technology. In: Circulation: Cardiovascular Quality and Outcomes, 10, 9, p. e003800.
- Gassmann, O./Schuhmacher, A./von Zedtwitz, M./Reepmeyer, G. (2018): Leading pharmaceutical Innovation. How to Win the Life Science Race. Third Edition, Springer, Cham.
- Mendoza, R. L. (2019). Incentives and disincentives to drug innovation: evidence from recent literature. In: Journal of Medical Economics, 22, 8, p. 713-721.
- Paul, D./Sanap, G./Shenoy, S./Kalyane, D./Kalia, K./Tekade, R. K. (2021). Artificial intelligence in drug discovery and development. In: Drug Discovery Today, 26, 1, p. 80-93.
- Schweitzer, S. & Lu, Z.J. (2018). Pharmaceutical Economics and Policy: Perspectives, Promises, and Problems. Third Edition, Oxford University 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	**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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Innovation in Pharma and Medical Technology

Course Code: DLMIHMEIPMT02

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

Course Description

In this course students prepare a seminar paper on a topic in the area of innovation in Pharma and the field of medical technology. Thus, the students demonstrate that they are able to work independently on a specialized topic. The students show that they are competent to analyze and interpret their findings in a structured and evidence-based way.

Course Outcomes

On successful completion, students will be able to

- critically evaluate risks and benefits of digital transformation in innovation in Pharma and Medical technology.
- analyze and interpret the impact of digital transformation in innovation in these areas on the patient, the society, health care and economics.
- have an in-depth understanding how digital transformation of innovation in Pharma and the field of medical technology can empower patients.

Contents

- Potential and risks of digital transformation for innovations in Pharma and Medical Technology with the following key points
  - Healthcare application of Blockchain Technology
  - Virtual Reality devices, e.g. for surgical operations and medical training
  - Telehealth
  - Artificial Intelligence for Diagnosis and Medicine Development
  - Internet of Things
  - Mobile Health Applications
  - Big data and analytics
  - Health Monitoring through healthcare wearables
  - Data security and digital transformation
  - Digital transformation and Public Health Safeguarding
  - Digital transformation and Precision medicine
  - Digital transformation and empowerment of patients

Literature

Compulsory Reading

Further Reading

- Angraal, S./Krumholz H.M./Schulz W.L. (2017) Blockchain Technology. In: Circulation: Cardiovascular Quality and Outcomes, 10, 9, p. e003800.
- Lee, S.M./Lee D. (2020) Healthcare wearable devices: an analysis of key factors for continuous use intention. In: Service Business, 14, 4, p. 503-531.
- Monaghesh, E./Hajizadeh A. (2020) The role of telehealth during COVID-19 outbreak: a systematic review based on current evidence. In: BMC Public Health, 20, 1, p. 1193.
- Paul, D. et al. (2021). Artificial intelligence in drug discovery and development. In: Drug Discovery Today, 26, 1, p. 80-93.
- Ruthenbeck, G.S./Reynolds K.J. (2015) Virtual reality for medical training: the state-of-the-art. In: Journal of Simulation, 9, 1, p. 16-26.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Digital Health

Module Code: DLMGWDIMP_E

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

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

Module Coordinator

Prof. Dr. Patrick Fehling (Digitalization in Healthcare) / Prof. Dr. Patrick Fehling (Seminar: Digitalization in Healthcare)

Contributing Courses to Module

- Digitalization in Healthcare (DLMGWDIMP01_E)
- Seminar: Digitalization in Healthcare (DLMGWDIMP02_E)

Module Exam Type

Module Exam	Split Exam
	Digitalization in Healthcare • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Digitalization in Healthcare • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Digitalization in Healthcare

- Terms, concepts and examples of digitalization in the health and social care sector
- Design approaches for digitalization projects
- Ethical consideration of digitalization processes
- Challenges and risks of digital transformations

Seminar: Digitalization in Healthcare

This course will take a critical look at current topics and trends related to the digitalization of processes in medicine and nursing.

Learning Outcomes

Digitalization in Healthcare

On successful completion, students will be able to

- explain the basic terms and concepts of digitalization.
- understand the principles and modes of action of digital transformations.
- describe current technologies and digitalization processes in medicine and nursing.
- develop their own ideas and design approaches for digitalization projects.
- determine the ethical problems of digital transformations.
- assess the challenges and risks of digitalization processes.

Seminar: Digitalization in Healthcare

On successful completion, students will be able to

- evaluate a digitization issue from different points of view or perspectives.
- implement a systematic literature search according to scientific principles.
- write a scientific paper according to formal and methodological criteria.
- identify various, current issues of digital transformation in medicine and nursing.
- contrast the different effects and changes caused by digitization processes in
- medicine and nursing.

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the field of Health Affairs

Digitalization in Healthcare

Course Code: DLMGWDIMP01_E

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

Course Description

This course deals with digitalization and the associated changes in the processes of medical and nursing care. In an introduction, the most important terms and concepts of digitalization are first explained, and then the different effects and evaluation possibilities of digital transformation processes are shown. This is followed by a discussion of current examples and trends in digitalization in medical and nursing care practice, such as surgical robots and medical support systems as well as assistive technologies. Excursions will focus on the information technology background of digital technologies, e. g. autonomous systems and artificial intelligences. The next step is to identify ways in which digitalization processes in medicine and care can be successfully designed. The areas of information and communication management, personnel development and knowledge management are specially focused. Finally, the ethical challenges of digital transformation processes are examined, which currently involve (still) unresolved legal problems (e.g., liability law). It also reflects the role of people (as citizens, patients or employees) in a digital health and social care system and the risks and challenges that can be identified regarding data and information security and data protection as well as transparency and control of algorithms.

Course Outcomes

On successful completion, students will be able to

- explain the basic terms and concepts of digitalization.
- understand the principles and modes of action of digital transformations.
- describe current technologies and digitalization processes in medicine and nursing.
- develop their own ideas and design approaches for digitalization projects.
- determine the ethical problems of digital transformations.
- assess the challenges and risks of digitalization processes.

Contents

1. Basics of Digitalization
   - 1.1 Terms and Concepts
   - 1.2 Principles and Modes of Action
   - 1.3 Evaluation

2. Digital Transformations and Trends in Medical Care
   - 2.1 The Patient as a Doctor - Medical Self-Care
   - 2.2 The Doctor at a Distance - Telemedicine
   - 2.3 The Computer as a Doctor - Medical Support Systems
   - 2.4 Excursus: Algorithms and Machine Learning

3. Digital Transformations and Trends in Nursing Care
   - 3.1 Digital Care Management in Hospitals Using the Example of Information Systems
   - 3.2 Digital Care and Supply Management in Geriatric Care Using the Example of Assistive Technologies
   - 3.3 Excursus: Artificial Intelligence and Robotics

4. Selected Design Approaches for Health and Care Management
   - 4.1 Information and Communication Management
   - 4.2 Human Resources Development
   - 4.3 Knowledge Management

5. Ethical Consideration of Digital Health and Care Services.
   - 5.1 Ethical Terms and Concepts
   - 5.2 Can Algorithms and Autonomous Systems Act Responsibly?
   - 5.3 Can Artificial Intelligences and Robots Replace Humans?

6. Challenges and Risks of Digital Transformation in the Health and Social Care Sector
   - 6.1 Analog People - Digital Technologies
   - 6.2 Data Security, Information Security and Data Protection
   - 6.3 Transparency and Control of Algorithms

Literature

Compulsory Reading

Further Reading

- Menvielle, L./Audrain-Pontevia, A.-F./Menvielle, W. (eds., 2017): The Digitization of Healthcare. Palgrave Macmillan, London.
- Saari, E./Toivonen, M. (2019): Human-Centered Digitalization and Services. Springer, Singapore.
- Shashi Gogia, S. (2019): Fundamentals of Telemedicine and Telehealth. Elsevier Science, Amsterdam.

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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Digitalization in Healthcare

Course Code: DLMGWDIMP02_E

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

Course Description

This course focuses on digital transformations and trends in medicine and nursing. Technological advances in information and communication technology as well as robotics are leading to the transformation of established structures and processes in health and social care in a very short time. This also means that the familiar roles and areas of responsibility of all involved steakholders (e.g. doctors, nursing and care staff, patients, citizens, etc.) are changing. In health and care management, the ability to critically examine innovations or new technologies in order to be able to assess their actual social, cultural and economic added value is needed. For this reason, each student prepares a written research essay in which the critical examination of digital transformation processes takes place, whereby advantages and disadvantages as well as opportunities and limitations of digital technologies and processes are recognized. In addition, this also opens up perspectives for the active design and management of digitization processes in hospitals, nursing homes and other health and social care facilities

Course Outcomes

On successful completion, students will be able to

- evaluate a digitization issue from different points of view or perspectives.
- implement a systematic literature search according to scientific principles.
- write a scientific paper according to formal and methodological criteria.
- identify various, current issues of digital transformation in medicine and nursing.
- contrast the different effects and changes caused by digitization processes in
- medicine and nursing.

Contents

- The digital transformation in health and social care is progressing continuously: innovative care processes are arriving in practice, new technologies and markets are arising, but new risks and problems are also emerging. This seminar addresses such current topics of digitalization in medicine and care. The seminar topics include various technologies and innovations of digitalization in health and social care (mHealth, internet of things, AI, etc.), which will be analyzed from different perspectives e.g. from an ethical, legal, social, cultural and economic point of view. Each student has to prepare a research essay on an assigned topic.

Literature
Compulsory Reading
Further Reading ▪ Menvielle, L./Audrain-Pontevia, A.-F./Menvielle, W. (eds., 2017): The Digitization of Healthcare. Palgrave Macmillan, London. ▪ Saari, E./Toivonen, M. (2019): Human-Centered Digitalization and Services. Springer, Singapore. ▪ Shashi Gogia, S. (2019): Fundamentals of Telemedicine and Telehealth. Elsevier Science, Amsterdam.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Public Health

Module Code: DLMGWPH_E

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

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

Module Coordinator

Prof. Dr. Simone Jacobs (Public Health) / Prof. Dr. Simone Jacobs (Seminar: Public Health)

Contributing Courses to Module

- Public Health (DLMGWPH01_E)
- Seminar: Public Health (DLMGWPH02_E)

Module Exam Type

Module Exam	Split Exam
	Public Health • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Public Health • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Public Health

- Statistical and epidemiological basis for public health
- Social science basics of disease and health
- Political and economic basics of the German health care system
- Medical basis for public health
- Ethical sensitization to public health issues
- Scientific competence in health promotion and prevention

Seminar: Public Health

- The seminar teaches the potential of digitalization in the context of public health (ePublic Health). Each student must prepare a seminar paper on an assigned topic and present the contents of the written paper.
  - Relevance of digital health applications to population health
  - Potentials and risks of digital media for health promotion compared to other media
  - Digital communication and education to promote health literacy and patient empowerment
  - Digital intervention and health behavior
  - Digitization in the context of the shortage of healthcare professionals (including doctors and nurses)
  - Artificial intelligence in the context of early disease detection (e.g., app Ada)
  - ePublic Health in selected settings (companies, schools, municipalities)
  - Specifics of the evaluation of digital intervention in health promotion

Learning Outcomes

Public Health

On successful completion, students will be able to

- work on practical and application-related questions in a scientific manner based on theoretical principles of public health-related disciplines, e.g. medicine, epidemiology, economics, psychology, and sociology.
- analyze and assess the health situation of the population as a whole and of subgroups at the municipal, regional, and national levels, as well as in international comparison.
- interpret the influence of physical, psychological, social conditions and environmental influences on health and disease and their interactions.
- take up practical and theoretical issues from application areas of the multidisciplinary field of Public Health scientifically in such a way that specific and interprofessional concepts can be developed and evaluated.
- analyze and evaluate the structure, cost development and dynamics in health care systems.
- to plan, implement and evaluate prevention and health promotion as well as rehabilitative and palliative care concepts in a scientifically way.

Seminar: Public Health

On successful completion, students will be able to

- describe typical examples of digital media/applications in health promotion in the context of the ePublic-Health approach.
- describe the challenges and barriers for the implementation of ePublic-Health approaches in practice using an example to illustrate.
- critically assess concrete examples of ePublic-Health approaches in relation to basic health science models and describe approaches for evaluating technology-based interventions.

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field of Health Science	All Master Programs in the field of Health Affairs

Public Health

Course Code: DLMGWPH01_E

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

Course Description

The aim of the course "Public Health" is to qualify students, by teaching the theoretical foundations of Public Health, for tasks in research as well as in the planning and management area of the national and international health care system. As an independent, multi-, and interdisciplinary science, Public Health deals with the conditions for health and the management and prevention of diseases, as far as they are rooted in the natural, technical and social environment of human beings. The course examines, among other things, the influence of the health care system, health care structures, health literacy, the financing of health care services, the political and social framework and the technological development of eHealth applications on the health situation of a population and shows possible solutions for improving the health situation of society as a whole. It thus reveals the field of tension between health research, social medicine, health services research and economics. The research field of Public Health is taught in a practice-oriented manner.

Course Outcomes

On successful completion, students will be able to

- work on practical and application-related questions in a scientific manner based on theoretical principles of public health-related disciplines, e.g. medicine, epidemiology, economics, psychology, and sociology.
- analyze and assess the health situation of the population as a whole and of subgroups at the municipal, regional, and national levels, as well as in international comparison.
- interpret the influence of physical, psychological, social conditions and environmental influences on health and disease and their interactions.
- take up practical and theoretical issues from application areas of the multidisciplinary field of Public Health scientifically in such a way that specific and interprofessional concepts can be developed and evaluated.
- analyze and evaluate the structure, cost development and dynamics in health care systems.
- to plan, implement and evaluate prevention and health promotion as well as rehabilitative and palliative care concepts in a scientifically way.

Contents

6. Chronic Diseases
   - 6.1 Obesity
   - 6.2 Cardiovascular Diseases
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   - 6.6 Costs of Selected Clinical Pictures

7. Mental Illness and Addiction
   - 7.1 Mental Illness
   - 7.2 Mental Health in Childhood and Adolescence
   - 7.3 Affective Disorders
   - 7.4 Addiction Disorders

8. Infectious Diseases
   - 8.1 Infectious Diseases and Modes of Transmission
   - 8.2 Reporting Systems and Legal Basis for the Surveillance of Infectious Diseases
   - 8.3 HIV/Aids
   - 8.4 Nosocomial Infections
   - 8.5 Vaccinations and Preventive Measures

Literature

Compulsory Reading

Further Reading

- Brownson, R.C. et. al. (2017). Evidence-Based Public Health. Oxford University Press, London.
- Fink, G.A. (2012): Evidence-Based Public Health Practice. Sage Pubn, London.
- Gerhardus, A. et al. (Hrsg.) (2010): Evidence-based Public Health. Hans Huber, Bern.
- Guest, C. et al. (2013): Oxford Handbook of Public Health Practice. Oxford University Press, Oxford.
- Jyoti, B./Hamad, A. (2016): BMJ Clinical Review. Infectious diseases and public health. BPP Learning Media, London.
- Magnuson, J.A./Fu, P.C. (2016): Public Health Informatics and Information Systems. Springer Verlag, Berlin/Heidelberg.
- Skolnik, R. (2015): Global Health 101. Jones and Bartlett Publishers .

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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Public Health

Course Code: DLMGWPH02_E

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

Course Description

The aim of the Public Health seminar is to qualify students by teaching them the theoretical principles and practical implementation of eHealth applications in the context of public health (ePublic-Health). The focus of the course is on digitally supported health promotion and prevention. The goal is the prevention of diseases and the maintenance or promotion of health and well-being (health-oriented action approach). Students learn to critically examine theoretical foundations of health promotion and prevention and to recognize and assess their significance for the population. Concepts and methods of quality assurance, evidence base and evaluation in health promotion and prevention are taught in order to be able to apply them strategically in a practical project planning using digital applications. The focus is primarily on the intersectoral and interdisciplinary approach.

Course Outcomes

On successful completion, students will be able to

- describe typical examples of digital media/applications in health promotion in the context of the ePublic-Health approach.
- describe the challenges and barriers for the implementation of ePublic-Health approaches in practice using an example to illustrate.
- critically assess concrete examples of ePublic-Health approaches in relation to basic health science models and describe approaches for evaluating technology-based interventions.

Contents

- The seminar teaches the potential of digitalization in the context of public health (ePublic Health). Each student must prepare a seminar paper on an assigned topic and present the contents of the written paper.
  - Relevance of digital health applications to population health
  - Potentials and risks of digital media for health promotion compared to other media
  - Digital communication and education to promote health literacy and patient empowerment
  - Digital intervention and health behavior
  - Digitization in the context of the shortage of healthcare professionals (including doctors and nurses)
  - Artificial intelligence in the context of early disease detection (e.g., app Ada)
  - ePublic Health in selected settings (companies, schools, municipalities)
  - Specifics of the evaluation of digital intervention in health promotion

Literature
Compulsory Reading
Further Reading ▪ Bensley, R. J./Brookins-Fisher, J. (2018): Community and Public Health Education Methods. A Practical Guide. Jones & Bartlett Learning. ▪ Magnuson, J. A./Fu, P.C.: Public Health Informatics and Information Systems. Springer Verlag, London. ▪ McKenzie, J. F./Neiger B. L./Thackeray R. (2016): Planning, Implementing & Evaluating Health ▪ Promotion Programs. A Primer. 7. Auflage, Pearson. ▪ Weaver, C. A. et al. (2015): Healthcare Information Management System. Cases, Strategies, Solutions. Springer Verlag, Berlin/Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Innovation in Pharma and Medical Technology

Module Code: DLMIHMEIPMT

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

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

Module Coordinator

Prof. Dr. Lars Meinecke (Innovation in Pharma and Medical Technology) / Prof. Dr. Lars Meinecke (Seminar: Innovation in Pharma and Medical Technology)

Contributing Courses to Module

- Innovation in Pharma and Medical Technology (DLMIHMEIPMT01)
- Seminar: Innovation in Pharma and Medical Technology (DLMIHMEIPMT02)

Module Exam Type

Module Exam	Split Exam
	Innovation in Pharma and Medical Technology • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Innovation in Pharma and Medical Technology • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Innovation in Pharma and Medical Technology

- Introduction to innovation in Pharma and Medical Technology
- Incentives and disincentives for innovation in Pharma and Medical Technology
- Effectiveness and benefits of innovation in Pharma and Medical Technology
- Disruptive Innovations for Pharma and Medical Technology
- Important trends in Pharma
- Important trends in Medical Technology

Seminar: Innovation in Pharma and Medical Technology

Potential and risks of digital transformation for innovations in Pharma and Medical Technology with the following key points: Telehealth, Mobile Health Technologies and wearables and Big data and analytics.

Learning Outcomes

Innovation in Pharma and Medical Technology

On successful completion, students will be able to

- understand and evaluate the influence and interests of different stakeholders on innovation in Pharma and the broad field of medical technology.
- assess and critically discuss the influence of various incentives and disincentives on innovation in these areas.
- analyze the effectiveness and benefits of innovation in Pharma and medical technology while considering ethical aspects.
- analyze and critically evaluate the impact of innovation in these areas on the patient, the society, health care and economics.
- analyze and have an in-depth understanding why innovation projects fail or succeed.
- discuss the challenges and potentials of new trends in pharma and the area of medical technology.

Seminar: Innovation in Pharma and Medical Technology

On successful completion, students will be able to

- critically evaluate risks and benefits of digital transformation in innovation in Pharma and Medical technology.
- analyze and interpret the impact of digital transformation in innovation in these areas on the patient, the society, health care and economics.
- have an in-depth understanding how digital transformation of innovation in Pharma and the field of medical technology can empower patients.

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Healthcare Management	All Master Programs in the Health Affairs field

Innovation in Pharma and Medical Technology

Course Code: DLMIHMEIPMT01

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

Course Description

The aim of the course "Innovation in Pharma and Medical Technology" is to give the students a comprehensive insight into determinants of innovation in Pharma and the broad field of medical technology and to enable the students to analyze the effectiveness and benefits of innovation in these areas. Continuous innovation in pharma and medical technology is a key to medical progress. New technologies and new drugs are used to prevent, treat and cure various illnesses. As a result, innovations in these areas contribute to improving and saving lives. Innovation in pharma and medical technology is a dynamic, complex, and highly competitive multi-stage process. In addition to other topics, the course addresses the impact of incentives and disincentives such as regulatory policy, the patent system, and barriers to new market entrants on innovation, different approaches to evaluate innovations, important trends as well as ethical issues and challenges in this context. The course thus shows the field of tension between patient-relevant, societal, health care-related and economic benefits in innovation in Pharma and medical technology.

Course Outcomes

On successful completion, students will be able to

- understand and evaluate the influence and interests of different stakeholders on innovation in Pharma and the broad field of medical technology.
- assess and critically discuss the influence of various incentives and disincentives on innovation in these areas.
- analyze the effectiveness and benefits of innovation in Pharma and medical technology while considering ethical aspects.
- analyze and critically evaluate the impact of innovation in these areas on the patient, the society, health care and economics.
- analyze and have an in-depth understanding why innovation projects fail or succeed.
- discuss the challenges and potentials of new trends in pharma and the area of medical technology.

Contents

6. Important Trends in Medical Technology
   - 6.1 Nanomedicine
   - 6.2 Wearables for Medical Technology and Implantable Technologies
   - 6.3 Tissue Engineering
   - 6.4 Needle-free Diabetes Care

Literature

Compulsory Reading

Further Reading

- Angraal, S./Krumholz H.M./Schulz W.L. (2017) Blockchain Technology. In: Circulation: Cardiovascular Quality and Outcomes, 10, 9, p. e003800.
- Gassmann, O./Schuhmacher, A./von Zedtwitz, M./Reepmeyer, G. (2018): Leading pharmaceutical Innovation. How to Win the Life Science Race. Third Edition, Springer, Cham.
- Mendoza, R. L. (2019). Incentives and disincentives to drug innovation: evidence from recent literature. In: Journal of Medical Economics, 22, 8, p. 713-721.
- Paul, D./Sanap, G./Shenoy, S./Kalyane, D./Kalia, K./Tekade, R. K. (2021). Artificial intelligence in drug discovery and development. In: Drug Discovery Today, 26, 1, p. 80-93.
- Schweitzer, S. & Lu, Z.J. (2018). Pharmaceutical Economics and Policy: Perspectives, Promises, and Problems. Third Edition, Oxford University 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	**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	☐ Reader
☑ Exam Template	☐ Slides

Seminar: Innovation in Pharma and Medical Technology

Course Code: DLMIHMEIPMT02

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

Course Description

In this course students prepare a seminar paper on a topic in the area of innovation in Pharma and the field of medical technology. Thus, the students demonstrate that they are able to work independently on a specialized topic. The students show that they are competent to analyze and interpret their findings in a structured and evidence-based way.

Course Outcomes

On successful completion, students will be able to

- critically evaluate risks and benefits of digital transformation in innovation in Pharma and Medical technology.
- analyze and interpret the impact of digital transformation in innovation in these areas on the patient, the society, health care and economics.
- have an in-depth understanding how digital transformation of innovation in Pharma and the field of medical technology can empower patients.

Contents

- Potential and risks of digital transformation for innovations in Pharma and Medical Technology with the following key points
  - Healthcare application of Blockchain Technology
  - Virtual Reality devices, e.g. for surgical operations and medical training
  - Telehealth
  - Artificial Intelligence for Diagnosis and Medicine Development
  - Internet of Things
  - Mobile Health Applications
  - Big data and analytics
  - Health Monitoring through healthcare wearables
  - Data security and digital transformation
  - Digital transformation and Public Health Safeguarding
  - Digital transformation and Precision medicine
  - Digital transformation and empowerment of patients

Literature

Compulsory Reading

Further Reading

- Angraal, S./Krumholz H.M./Schulz W.L. (2017) Blockchain Technology. In: Circulation: Cardiovascular Quality and Outcomes, 10, 9, p. e003800.
- Lee, S.M./Lee D. (2020) Healthcare wearable devices: an analysis of key factors for continuous use intention. In: Service Business, 14, 4, p. 503-531.
- Monaghesh, E./Hajizadeh A. (2020) The role of telehealth during COVID-19 outbreak: a systematic review based on current evidence. In: BMC Public Health, 20, 1, p. 1193.
- Paul, D. et al. (2021). Artificial intelligence in drug discovery and development. In: Drug Discovery Today, 26, 1, p. 80-93.
- Ruthenbeck, G.S./Reynolds K.J. (2015) Virtual reality for medical training: the state-of-the-art. In: Journal of Simulation, 9, 1, p. 16-26.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Accounting

Module Code: DLMBACCE

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Advanced Management Accounting & Control • Study Format "Distance Learning": Exam, 90 Minutes Current Issues in Accounting • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Advanced Management Accounting & Control

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

Current Issues in Accounting

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

Learning Outcomes

Advanced Management Accounting & Control

On successful completion, students will be able to

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

Current Issues in Accounting

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field(s) of Finance & Tax Accounting	All Master Programmes in the Business & Management field(s)

Advanced Management Accounting & Control

Course Code: DLMBACCE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Hilton, R. W. (2008). Managerial accounting: Creating value in a dynamic business environment (8th ed.) (pp. 754–756). New York, NY: McGraw-Hill.
- Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action (pp. 43–167). Boston, MA: Harvard Business School Press.
- Riahi-Belkaoui, A. (2001). Behavioral management accounting (pp. 115–138). Westport, CT: Quorum Books. (Database: EBSCO).
- Simmons, R. (1995). Levers of control: How managers use innovative control systems to drive strategic renewal. Boston, MA: Harvard Business School Press.
- Weber, J. (2011). The development of controller tasks: Explaining the nature of controllership and its changes. Journal of Management Control, 22, 25–46.

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	

Current Issues in Accounting

Course Code: DLMBACCE02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Optimization of Receivables and Inventory
   - 2.1 Receivables and Uncollectibles
   - 2.2 Accounting for Receivables and Uncollectibles
   - 2.3 Inventories Classification
   - 2.4 Inventory Cost Flow Assumptions and Their Impact on Financial Statements
   - 2.5 Financial Analysis: Accounts Receivable and Inventory Turnover Ratios

3. Optimization of Liabilities and Equity
   - 3.1 Financing Using Current Liabilities, Notes Payable, and Contingencies
   - 3.2 Long-Term Sources of Finance
   - 3.3 Debt and Equity Financing and Earnings Per Share
   - 3.4 Financial Statement Analysis Using Price-Earnings Ratio

4. Current Issues in Financial Accounting
   - 4.1 International Financial Reporting Standards (IFRS)
   - 4.2 Principle- Versus Rule-Based Standards and IFRS Fair Value Measures
   - 4.3 Specific IFRS Standards
   - 4.4 Financial Statement Presentation under IFRS
   - 4.5 Integrated Revenue Recognition and the Implications of Adopting IFRS

5. Valuing Businesses
   - 5.1 Financial Statements and Valuation
   - 5.2 Accrual Accounting and Valuation: Pricing Book Value
   - 5.3 Accrual Accounting and Valuation: Pricing Earnings
   - 5.4 Business Valuation Methods in Practice
   - 5.5 Corporate Restructuring, Corporate Governance, and Auditor's Role in Firm Valuation

6. Capital Budgeting
   - 6.1 Capital Budgeting Decisions
   - 6.2 Non-Discounting Models: Payback and Accounting Rate of Return
   - 6.3 Discounting Models: The Net Present Value (NPV) Method and Internal Rate of Return (IRR)
   - 6.4 NPV Versus IRR for Selecting Mutually Exclusive Projects
   - 6.5 Basics of Modeling Capital Budgeting

7. Financial Modeling and Valuation
   - 7.1 Using Assumptions and Building a Financial Model
   - 7.2 Analysis, Valuation, and Planning

Literature
Compulsory Reading
Further Reading ▪ Berk, J., DeMarzo, P., Harford J. (2021). Fundamentals of Corporate Finance, (5th ed.). Pearson. ▪ Hansen, D. R., & Mowen, M. M. (2015). Cornerstones of cost management (3rd ed.). Boston, MA: Cengage. ▪ Häcker, J. & Ernst, D. (2017). Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance (1st ed.). Palgrave Macmillan. ▪ Needles, B. E., & Powers, M. (2013). International financial reporting standards: An introduction (3rd ed.). Boston, MA: Cengage. ▪ Penman, S. H. (2013). Financial statement analysis and security valuation (5th ed.). New York, NY: McGraw Hill Education. ▪ Warren, C. S. (2017). Survey of accounting (8th ed.). Boston, MA: 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, 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	

Consumer Behavior and Research

Module Code: DLMBCBR

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	International Consumer Behavior • Study Format "Distance Learning": Exam, 90 Minutes Applied Marketing Research • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International Consumer Behavior

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

Applied Marketing Research

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

Learning Outcomes

International Consumer Behavior

On successful completion, students will be able to

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

Applied Marketing Research

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the field(s) Marketing & Sales	All Master Programmes in the Marketing field(s)

International Consumer Behavior

Course Code: DLMBCBR01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Internal Influences on Consumer Behavior
   - 3.1 Motives and Motivation
   - 3.2 Perception
   - 3.3 Attitude

4. External Influences on Consumer Behavior
   - 4.1 Culture
   - 4.2 Subculture
   - 4.3 Groups and Families

5. International Consumer Behavior
   - 5.1 Cultural Dimensions
   - 5.2 The Influence of Social Media on Consumer Decision-Making

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

Literature

Compulsory Reading

Further Reading

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

Applied Marketing Research

Course Code: DLMBCBR02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Aaker, D. A., Kumar, V., Leone, R., & Day, G. S. (2012). Marketing research (11th ed.). Hoboken, NJ: John Wiley & Sons. ▪ Grover, R., & Vriens, M. (2006). The handbook of marketing research: Uses, misuses, and future advances. Thousand Oaks, CA: Sage Publications. ▪ Iacobucci, D., & Churchill, G. A. (2015). Marketing research: Methodological foundations (11th ed.). Mason, OH: South-Western Thomson Learning. ▪ Malhotra, N. K., Birks, D. F., & Wills, P. A. (2012). Marketing research: An applied approach (4th ed.). Harlow: 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	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	

Corporate Finance and Investment

Module Code: DLMBCFIE

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Advanced Corporate Finance) / Prof. Dr. Andreas Simon (Investment Analysis & Portfolio Management)

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Advanced Corporate Finance • Study Format "Distance Learning": Exam Investment Analysis & Portfolio Management • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Advanced Corporate Finance

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

Investment Analysis & Portfolio Management

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

Learning Outcomes

Advanced Corporate Finance

On successful completion, students will be able to

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

Investment Analysis & Portfolio Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Finance & Tax Accounting	All Master Programmes in the Business & Management field

Advanced Corporate Finance

Course Code: DLMBCFIE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Debt Financing and Leasing
   - 3.1 Debt Valuation
   - 3.2 Rating Debt
   - 3.3 Different Kinds of Debt and Hybrid Securities
   - 3.4 Leasing as a Form of Corporate Finance

4. Options and Futures
   - 4.1 Derivative Financial Instruments, Options and Futures
   - 4.2 Valuing Options, the Binomial Model, the Black-Scholes Formula
   - 4.3 Real Options

5. Takeovers, Corporate Control, and Governance
   - 5.1 Mergers and Acquisitions
   - 5.2 LBOs, Management Buyouts, and Going Private
   - 5.3 Private Equity and the Venture Capitalist
   - 5.4 Empirical Testing of Takeover Success
   - 5.5 Corporate Governance and Corporate Control

6. Unsolved Issues and the Future of Finance
   - 6.1 What Do We Know and What Do We Not Know About Finance?
   - 6.2 The Future of Finance

Literature

Compulsory Reading

Further Reading

- Brealey, R., Myers, S. C., & Allen, F. (2016). Principles of corporate finance (12th ed.). New York, NY: McGraw-Hill Education.
- Vernimmen, P., Quiry, P., Dallocchio, M., Le Fur, Y., & Salvi, A. (2014). Corporate finance: Theory and practice (4th ed.). Hoboken, NJ: John Wiley & Sons. (Database: EBSCO).

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	☐ Reader
☑ Exam Template	☐ Slides

Investment Analysis & Portfolio Management

Course Code: DLMBCFIE02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Portfolio Selection and the Optimum Portfolio
   - 2.1 Mean Variance Portfolio Theory
   - 2.2 The Calculation of Risk and Return
   - 2.3 Efficient Portfolios and Techniques for Calculating the Efficient Frontier
   - 2.4 Single-Index Models and Multi-Index Models
   - 2.5 International Diversification

3. Equilibrium in Capital Markets and Asset Pricing Models
   - 3.1 Equilibrium in Capital Markets and the Standard Capital Asset Pricing Model
   - 3.2 Empirical Tests of Equilibrium Models
   - 3.3 Extensions to the Single-Factor Capital Asset Pricing Model
   - 3.4 Multifactor Asset Pricing Models: Arbitrage Pricing Theory and the Fama-French Model

4. Analysis of Securities
   - 4.1 Macro- and Microanalyses of Industries and Companies
   - 4.2 Stock Valuation, Intrinsic Value and Market Value Determinants, and Valuation Techniques
   - 4.3 The Analysis and Valuation of Bonds
   - 4.4 Technical Analysis and Behavioral Finance

5. Management of Securities
   - 5.1 The Efficient Market Hypothesis
   - 5.2 Stock and Bond Portfolio Management Strategies Using Active vs Passive Strategies
   - 5.3 Asset Allocation Strategies

6. Investment Vehicles
   - 6.1 Mutual Funds: Types, Industry, and Participants
   - 6.2 Hedge Funds
   - 6.3 Private Equity Funds

7. Evaluation of Investment Performance
   - 7.1 Globalization and International Investing
   - 7.2 Investment Process
   - 7.3 Evaluation of Portfolio Performance Using the Sharpe Ratio, Jensen Measure, Treynor Measure, and Other Measures
   - 7.4 Evaluation of Security Analysis

Literature
Compulsory Reading
Further Reading ▪ Bodie, Z., Kane, A., & Marcus, A. J. (2017). Essentials of investments (10th ed.). New York, NY:McGraw-Hill Education. ▪ Fabozzi, F. J., & Modigliani, F. (2009). Capital markets: Institutions and instruments (4th ed.). UpperSaddle River, NJ: Prentice Hall. ▪ Reilly, F. K., & Brown, K. C. (2012). Investment analysis and portfolio management (10th ed.).Boston, MA: Cengage Learning. ▪ Smart, S., Gitman, L. J., & Joehnk, M. D. (2017). Fundamentals of investing (13th ed.). Upper SaddleRiver, NJ: Pearson. (Database: EBSCO).

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	☐ Reader
☑ Exam Template	☐ Slides

Communication and Public Relations

Module Code: DLMWKPR_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Communication and Public Relations I (DLMWKB01_E)
- Communication and Public Relations II (DLMWKB02_E)

Module Exam Type

Module Exam	Split Exam
	Communication and Public Relations I • Study Format "Distance Learning": Written Assessment: Case Study Communication and Public Relations II • Study Format "Distance Learning": Written Assessment: Case Study

Weight of Module

see curriculum

Module Contents

Communication and Public Relations I

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

Communication and Public Relations II

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

Learning Outcomes

Communication and Public Relations I

On successful completion, students will be able to

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

Communication and Public Relations II

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Public Relations Management	All Master Programs in the Marketing & Communicaton fields

Communication and Public Relations I

Course Code: DLMWKB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Belch, G. E./Belch, M. A. (2011): Advertising and Promotion. An Integrated Marketing Communications Perspective. McGraw-Hill, London. ▪ Cornelissen, J. (2017): Corporate Communication: A Guide to Theory and Practice, 5th edition, Sage, Los Angeles, CA. ▪ Rossiter, J. R./Bellman, S. (2005): Marketing Communications. Theory and Applications. Prentice Hall, Upper Saddle River, NJ. ▪ Ruler, B. v./Vercic, D. (Hrsg.) (2004). Public Relations and Communication Management in Europe. De Gruyter, Berlin/New York. ▪ Seitel, P. (2016): The Practice of Public Relations, 13th edition, Pearson, Upper Saddle River, NJ.

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	**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	☐ Reader
☐ Exam Template	☐ Slides

Communication and Public Relations II

Course Code: DLMWKB02_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Communication and Perception
   - 1.1 The Effect of Communication
   - 1.2 Psychological and Neuroscientific Findings
   - 1.3 Image, Text and Sound in Communication
2. Optimizing Implementation: Organization and Positioning
   - 2.1 Integrated Communication
   - 2.2 Positioning
3. Optimizing Implementation: Situation Analysis, Objectives and Target Audiences
   - 3.1 Situation Analysis
   - 3.2 Objectives and Planning
   - 3.3 Target Audiences

4. Planning, Concepts and Staging
   - 4.1 Strategy and Planning
   - 4.2 Conceptual Work
   - 4.3 Dramaturgy and Staging

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

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

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

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

Literature

Compulsory Reading

Further Reading

- Belch, G. E./Belch, M. A. (2011): Advertising and Promotion. An Integrated Marketing Communications Perspective. McGraw-Hill, London.
- Cornelissen, J. (2017): Corporate Communication: A Guide to Theory and Practice, 5th edition, Sage, Los Angeles, CA.
- Rossiter, J. R./Bellman, S. (2005): Marketing Communications. Theory and Applications. Prentice Hall, Upper Saddle River, NJ.
- Ruler, B. v./Vercic, D. (Hrsg.) (2004). Public Relations and Communication Management in Europe. De Gruyter, Berlin/New York.
- Seitel, P. (2016): The Practice of Public Relations, 13. Aulfage, Pearson, Upper Saddle River, NJ.

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	**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	☐ Reader
☐ Exam Template	☐ Slides

Data Science and Analytics

Module Code: DLMBDSA

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Data Science • Study Format "Distance Learning": Exam, 90 Minutes Analytical Software and Frameworks • Study Format "Distance Learning": Written Assessment: Written Assignment

Weight of Module

see curriculum

Module Contents

Data Science

- Introduction to data science
- Use cases and performance evaluation
- Pre-processing of data
- Processing of data
- Selected mathematical techniques
- Selected artificial intelligence techniques

Analytical Software and Frameworks

- Introduction to analytical software and frameworks
- Data storage
- Statistical modeling
- Machine learning
- Cloud computing platforms
- Distributed computing
- Database technologies

Learning Outcomes

Data Science

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

Analytical Software and Frameworks

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field(s) of Data Science & Artificial Intelligence	All Master Programmes in the IT & Technology field(s)

Data Science

Course Code: DLMBDSA01

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

Course Description

The course provides the framework to create value from data. After an introduction the course covers how to identify suitable use cases and evaluate the performance of data-driven methods. In an interdisciplinary approach, the requirements from a specific application domain need to be understood and transferred to the technological understanding to identify the objectives and value proposition of a Data Science project. The course covers techniques for the technical processing of data and then introduces advanced mathematical techniques and selected methods from artificial intelligence that are used to analyze data and make predictions.

Course Outcomes

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

Contents

5. Selected Mathematical Techniques
   - 5.1 Linear Regression
   - 5.2 Principal Component Analysis
   - 5.3 Clustering
   - 5.4 Time-series Forecasting
   - 5.5 Overview of Further Approaches

6. Selected Artificial Intelligence Techniques
   - 6.1 Support Vector Machines
   - 6.2 Neural Networks and Deep Learning
   - 6.3 Feed-forward Networks
   - 6.4 Recurrent Networks and Memory Cells
   - 6.5 Convolutional Networks
   - 6.6 Reinforcement Learning
   - 6.7 Overview of Further Approaches

Literature

Compulsory Reading

Further Reading

- Akerar, R., & Sajja, P.S. (2016). Intelligent techniques for data science. Cham: Springer.
- Bruce, A., & Bruce, P. (2017). Practical statistics for data scientists: 50 essential concepts. Newton, MA: O'Reilly Publishers.
- Fawcett, T. & Provost, F. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. Newton, MA: O'Reilly Media.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R – A practical approach. Berkeley, CA: Apress Publishing. (Database: ProQuest).
- Liebowitz, J. (2014). Business analytics: An introduction. Boca Raton, FL: Auerbach Publications. (Available online).
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Wiesbaden: Springer Vieweg.
- Skiena, S. S. (2017). The data science design manual. Cham: 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	☐ Reader
☑ Exam Template	☐ Slides

Analytical Software and Frameworks

Course Code: DLMBDSA02

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

Course Description

Analytical Software and Frameworks provides insight into contemporary software and platforms solutions for data analytics in business. The course introduces relevant frameworks and software used in modern data science projects. Commercial and open-source for cloud computing, distributed computing and machine learning, as well as a commercial development platform for in-memory database analytics, are covered. Additional software solutions may be covered by the lecturer as convenient. In particular in the written assignment, students are required to apply their technological knowledge to a specific scenario which requires interdisciplinary thinking of how to merge the particularities of a given application domain with the technological options.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction
   - 1.1 Software Systems
   - 1.2 Frameworks
   - 1.3 Distributed Computing
   - 1.4 Databases and Data Warehousing
2. Data Storage
   - 2.1 Data Clustering
   - 2.2 Data Replication
   - 2.3 Data Indexing
   - 2.4 Data Warehousing

3. Statistical Modeling Frameworks
   - 3.1 The R Project for Statistical Computing
   - 3.2 The Python Ecosystem

4. Machine Learning & Artificial Intelligence
   - 4.1 Overview of Modern Machine Learning Frameworks
   - 4.2 Introduction to TensorFlow & Keras

5. Cloud Computing Platforms & On-Premise Solutions
   - 5.1 Advantages and Disadvantages of Cloud, On-premise, and Edge Solutions
   - 5.2 Overview of Cloud Computing Solutions

6. Distributed Computing
   - 6.1 Overview of Distributed Computing Approaches
   - 6.2 Overview of Streaming Approaches
   - 6.3 Other Solutions

7. Database Technologies
   - 7.1 Overview of Database Approaches
     - 7.1.1 Row-based versus Column-based
     - 7.1.2 In Memory DB
     - 7.1.3 Relational DB versus noSQL
     - 7.1.4 Timeseries DB
   - 7.2 Overview of Database Implementations

Literature

Compulsory Reading

Further Reading

- Elmasri, R., & Navathe, S. (2010). Fundamentals of database systems. Boston, MA: Addison-WesleyPublishing Co.
- EMC Education Services (Ed.). (2012). Information storage and management: Storing, managing,and protecting digital information in classic, virtualized, and cloud environments (2nd ed.).Indianapolis, IN: Wiley.
- Fayad, M., Schmidt, D., & Johnson, R. (1999). Building application frameworks: Object-orientedfoundations of framework design (1st ed., Ch. 1 & 2). New York, NY: Wiley.
- Haslwanter, T. (2016). An introduction to statistics with Python. (pp. 5–42, 237–14). Switzerland:Springer.
- Hugos, M. H., & Hulitzky, D. (2010). Business in the cloud: What every business needs to knowabout cloud computing. Hoboken, NJ: John Wiley & Sons.
- Jackson, J. C., Vijayakumar, V., Quadir, M. A., & Bharathi, C. (2015). Survey on programming modelsand environments for cluster, cloud, and grid computing that defends big data. ProcediaComputer Science, 50, 517–523.
- Jukic, N., Vrbsky, S., & Nestorov, S. (2016). Database systems: Introduction to databases and datawarehouses. Burlington, VT: Prospect Press.
- Lander, J. P. (2017). R for everyone: Advanced analytics and graphics. 2nd ed. Boston, MA: Addison-Wesley Professional.
- Loo, A. W. (Ed.). (2012). Distributed computing innovations for business, engineering, and science.Hershey, PA: IGI Global.
- Özsu, M. T., & Valduriez, P. (2011). Principles of distributed database systems. New York, NY:Springer Science & Business Media.
- Poulton, N. (2015). Data storage networking: Real world skills for the CompTIA storage +certification and beyond (1st ed.). Indianapolis, IN: Wiley.
- Rehman, T. B. (2018). Cloud computing basics. Sterling, VA: Stylus Publishing, LLC.
- Unpingco, J. (2016). Python for probability, statistics, and machine learning. (Ch. 4). Cham:Springer.
- Walkowiak, S. (2016). Big data analytics with R: Utilize R to uncover hidden patterns in your bigdata. Birmingham: Packt Publishing.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** no **Course Evaluation:** no
Type of Exam	Written Assessment: Written 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®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☐ Slides

Digital Marketing

Module Code: DLMADTWDM_E

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

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

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Online and Social Media Marketing) / Prof. Dr. Anne-Kristin Langner (Digital Analytics and Strategies)

Contributing Courses to Module

- Online and Social Media Marketing (DLMWOM01_E)
- Digital Analytics and Strategies (DLMMADAS01_E)

Module Exam Type

Module Exam	Split Exam
	Online and Social Media Marketing • Study Format "Distance Learning": Written Assessment: Case Study Digital Analytics and Strategies • Study Format "Distance Learning": Written Assessment: Case Study

Weight of Module

see curriculum

Module Contents

Online and Social Media Marketing

- Basics of Strategic Online Marketing
- Introduction to Basic Web Technologies
- The Online Marketing Mix
- Planning, Management and Control of Online Marketing
- Outlook and Discussion: The Future of Online Marketing

Digital Analytics and Strategies

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

Learning Outcomes

Online and Social Media Marketing

On successful completion, students will be able to

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

Digital Analytics and Strategies

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the fields of Marketing & Sales and Business Administration & Management	All Master Programs in the Marketing & Communication and Business & Management fields

Online and Social Media Marketing

Course Code: DLMWOM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Strategic Online Marketing
   - 1.1 Integrated Communication as the Basis for Success
   - 1.2 Internal and External Conditions of Online Marketing
   - 1.3 Situation and Environment Analysis
   - 1.4 Definition of Objectives of Online and Social Media Marketing in B2C and B2B Contexts
2. Introduction to Basic Web Technologies
   - 2.1 Web Basics
   - 2.2 Current Technologies and Trends

3. The Online Marketing Mix
   - 3.1 Fundamentals of Online Marketing Effects
   - 3.2 Overview of Classic Instruments of Online Marketing
   - 3.3 Mobile Marketing
   - 3.4 Social Media Marketing
   - 3.5 Assessment of Alternative Online Marketing Instruments Including Possible Applications and Limitations
   - 3.6 Integrated Online Marketing and Viral Campaigns

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

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

Literature

Compulsory Reading

Further Reading

- Godin, S. (2000). Unleashing the ideavirus. Hyperion.
- Kingsnorth, S. (2019). Digital marketing strategy: An integrated approach to online marketing (2nd ed.). Kogan Page.
- Scott, D. (2017). The new rules of marketing and PR (6th ed.). Wiley.

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	**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	☐ Reader
☐ Exam Template	☐ Slides

Digital Analytics and Strategies

Course Code: DLMMADAS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Digital Analytics
   - 1.1 Introduction and Definition of Digital Analytics
   - 1.2 Goals of Digital Analytics
   - 1.3 Data and Information Sources
   - 1.4 Legal Framework

2. Metrics of Digital Analytics
   - 2.1 Fundamentals of Metrics
   - 2.2 Hits, Page Views, Visits and Visitors
   - 2.3 Other Metrics
   - 2.4 Limits of Metrics: Inaccuracies and Ambiguities

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

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

5. Further Developments and Perspectives of Digital Analytics

Literature

Compulsory Reading

Further Reading

- Alhlou, F. / Asif, S. / Fettmann, E (2016): Google Analytics Breakthrough: From Zero to Business Impact. Wiley, Hoboken, NJ.
- Chaffey, D. / Ellis-Chadwick, F. (2019): Digital Marketing – Strategy, Implementation and Practice. 7th edition, Pearson, London.
- Grigsby, M.(2018): Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd Edition, Kogan Page, London.
- Hartman, K. (2020). Digital Marketing Analytics: In Theory and in Practice. Independently Published, USA.
- Hemann, Ch./Burbary, K. (2018). Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World. 2nd edition, Que Publishing.
- Kingsnorth, S. (2019): Digital Marketing Strategy: An Integrated Approach to Online Marketing. 2nd edition, Kogan Page, New York, NY.
- Sponder, M. / Khan, G.F. (2017): Digital Analytics for Marketing. Routledge, New York, NY.

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	**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	☐ Reader
☐ Exam Template	☐ Slides

International and Intercultural Management

Module Code: DLMITEIIM

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

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

Module Coordinator

Prof. Dr. Andreas Herrmann (Managing Across Borders) / Prof. Dr. Markus Prandini (Intercultural Management)

Contributing Courses to Module

- Managing Across Borders (DLMINTMAB01_E)
- Intercultural Management (DLMINTIM01_E)

Module Exam Type

Module Exam	Split Exam
	Managing Across Borders • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Intercultural Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Managing Across Borders

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

Intercultural Management

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

Learning Outcomes

Managing Across Borders

On successful completion, students will be able to

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

Intercultural Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of IU International University of Applied Sciences (IU)**
This module is similar to other modules in the fields of Business Administration & Management	All Master Programs in the Business & Management fields

Managing Across Borders

Course Code: DLMINTMAB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. International economic and business environment
   - 1.1 Economic environment
   - 1.2 Political environment
   - 1.3 Technological environment

2. Globalization and international competitiveness
   - 2.1 Definition and development of globalization
   - 2.2 Opportunities and threats of globalization
   - 2.3 International competitiveness

3. International Trade
   - 3.1 Theories and models of international trade
   - 3.2 Importance of international trade for an economy
   - 3.3 Protectionism as a threat to international business

4. International financial and capital markets
   - 4.1 Importance of international financial and capital markets for globally active companies
   - 4.2 International exchange rate regimes
   - 4.3 Hedging of exchange rate risks

5. International organizations and economic integration
   - 5.1 International organizations as the basis of the world economy (WTO, World Bank, IMF)
   - 5.2 Regional economic integration as driver for international business (EU, USMCA)

6. Current hot spots in the international economic and business environment
   - 6.1 USA-China: Struggle for political and economic supremacy
   - 6.2 Emerging Markets: new players in the global economy
   - 6.3 Agenda 2030: Sustainable Development Goals (SDG)

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	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	☐ Reader
☑ Exam Template	☐ Slides

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	☐ Reader
☑ Exam Template	☐ Slides

Intercultural Management

Course Code: DLMINTIM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Role and importance of intercultural management for companies
   - 2.1 International developments and contexts for enterprises
   - 2.2 Connection between national culture and corporate culture
   - 2.3 Entrepreneurial core competencies for successful intercultural management

3. Diversity management in intercultural management
   - 3.1 Working with diversity in companies
   - 3.2 Management styles in individualistic and collectivist cultures
   - 3.3 Reconciliation of cultural dilemmas

4. Entrepreneurial decision-making dimensions of intercultural management
   - 4.1 Strategy
   - 4.2 Marketing
   - 4.3 Human Resources Management (HRM)

5. Focal points of intercultural management
   - 5.1 Intercultural management and Corporate Governance
   - 5.2 Intercultural communication
   - 5.3 Intercultural teamwork

6. Intercultural management in selected countries
   - 6.1 Germany
   - 6.2 USA
   - 6.3 China

Literature

Compulsory Reading

Further Reading

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

Study Format 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	☐ Reader
☑ Exam Template	☐ Slides

Study Format myStudies

Study Format	Course Type
myStudies	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	☐ Reader
☑ Exam Template	☐ Slides

DLMINTIM01_E

Negotiation and International HR

Module Code: DLMIHMENIHR

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

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

Module Coordinator

Prof. Dr. Georg Berkel (Negotiation) / Prof. Dr. Katharina-Maria Rehfeld (Seminar: International Human Resource Management)

Contributing Courses to Module

- Negotiation (DLMNEGE01-01)
- Seminar: International Human Resource Management (DLMSIHRM01_E)

Module Exam Type

Module Exam	Split Exam
	Negotiation • Study Format "myStudies": Oral Assignment • Study Format "Distance Learning": Oral Assignment Seminar: International Human Resource Management • Study Format "myStudies": Written Assessment: Research Essay • Study Format "Distance Learning": Written Assessment: Research Essay

Weight of Module

see curriculum

Module Contents

Negotiation

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

Seminar: International Human Resource Management

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

Learning Outcomes

Negotiation

On successful completion, students will be able to

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

Seminar: International Human Resource Management

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the fields of Business Administration & Management	All Master Programs in the Business & Management fields

Negotiation

Course Code: DLMNEGE01-01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Distributive Negotiation Tactics
   - 3.1 Distributive Negotiation To-Dos
   - 3.2 Learning Transfer

4. The Creation of Value
   - 4.1 Value Creation: From Win-Lose to Win-Win
   - 4.2 The Four Steps and the Three Types of Value Creation

5. Value Creation Negotiation Tactics
   - 5.1 Framing
   - 5.2 Value Creation Negotiation To-Dos

6. The Negotiator's Dilemma
   - 6.1 The Dilemma Between Creating and Distributing Value
   - 6.2 The Prisoner's Dilemma as a Metaphor for the Negotiator's Dilemma
   - 6.3 Coping Strategies: Tit-for-Tat Strategy and Changing Payoffs

7. Learning to Negotiate
   - 7.1 From Theory to Practice
   - 7.2 Three Challenges to Learning to Negotiate
   - 7.3 A Model for Negotiation Learning

Literature

Compulsory Reading

Further Reading

- Brett, J. M. (2014). Negotiating globally: How to negotiate deals, resolve disputes, and makedecisions across cultural boundaries (3rd ed.). Jossey-Bass.
- Fisher, R., Ury, W. L., & Patton, B. (2011). Getting to yes: Negotiating agreements without giving in(3rd ed.). Penguin Books.

Study Format myStudies

Study Format	Course Type
myStudies	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®	☐ Review Book
☑ Course Book	☐ Creative Lab
☐ Vodcast	☑ Guideline
☑ Shortcast	☐ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☐ Slides

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

Seminar: International Human Resource Management

Course Code: DLMSIHRM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

- Ethical aspects of international HR management

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	Seminar

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

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

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

Product Development and Design Thinking

Module Code: DLMBPDDT

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Product Development • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Design Thinking • Study Format "Distance Learning": Written Assessment: Project Report

Weight of Module

see curriculum

Module Contents

Product Development

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

Design Thinking

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

Learning Outcomes

Product Development

On successful completion, students will be able to

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

Design Thinking

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field of Design	All Master Programs in the Design, Architecture & Construction fields

Product Development

Course Code: DLMBPDDT01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Product Development Approaches
   - 3.1 Lean Product Development
   - 3.2 Design Thinking
   - 3.3 Human-Centered Design
   - 3.4 User Experience Strategy
   - 3.5 Open Innovation

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

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

Literature

Compulsory Reading

Further Reading

- Kahn, K. B., Kay, S. E., Slotegraaf, R. J., & Uban, S. (Eds.). (2012). The PDMA handbook of new productdevelopment (3rd ed.). Hoboken, NJ: John Wiley & Sons. (Database: ProQuest).
- Ottosson, S. (2018). Developing and managing innovation in a fast changing and complex world:Benefiting from dynamic principles. Cham: Springer. (Database: ProQuest).
- Ulrich, K. T., & Eppinger, S. D. (2016). Product design and development (6th ed.). New York, NY:McGraw Hill.

Study Format myStudies

Study Format	Course Type
myStudies	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	☐ Reader
☑ Exam Template	☐ Slides

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	☐ Reader
☑ Exam Template	☐ Slides

Design Thinking

Course Code: DLMBPDDT02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ IDEO.org. (2015). The Field Guide to Human-Centered Design. A step-by-step guide that will get you solving prob-lems like a designer. Retrieved from http://www.designkit.org/resources/1 ▪ Pressman, Andy (2019): Design Thinking. A Guide to Creative Problem Solving for Everyone, New York : Routledge. ▪ Lockwood, T., & Papke, E. (n.d.). Innovation by design : how any organization can leverage design thinking to pro-duce change, drive new ideas, and deliver meaningful solutions. ▪ Lewrick, M., Link, P., Leifer, L. J., & Langensand, N. (2018). The design thinking playbook : mindful digital transfor-mation of teams, products, services, businesses and ecosystems. John Wiley & Sons.

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	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
120 h	0 h	30 h	0 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	

DLMBPDDT02

Sales Management

Module Code: DLMWSAM_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Sales Management I (DLMWSA01_E)
- Sales Management II (DLMWSA02_E)

Module Exam Type

Module Exam	Split Exam
	Sales Management I • Study Format "Fernstudium": Written Assessment: Case Study Sales Management II • Study Format "Fernstudium": Written Assessment: Case Study

Weight of Module

see curriculum

Module Contents

Sales Management I

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

Sales Management II

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

Learning Outcomes

Sales Management I

On successful completion, students will be able to

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

Sales Management II

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the fields of Marketing & Sales	All Master Programs in the Marketing & Communication fields

Sales Management I

Course Code: DLMWSA01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Basics of the Sales Organization
   - 2.1 Single-Level (Direct Sales) Versus Multi-Level Sales
   - 2.2 Distribution to Business Customers or Industrial Goods Distribution
   - 2.3 Cooperative Sales Forms
   - 2.4 Sales Partners: Distributors and Sales Agents

3. Sales Concept
   - 3.1 Push Versus Pull
   - 3.2 Distribution Intensity - Ubiquitous, Intensive, Selective, Exclusive
   - 3.3 Key Account Management
   - 3.4 Small Customers Care

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

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

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

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

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

9. Sales Controlling
   - 9.1 Content and Tasks of Sales Controlling
   - 9.2 Strategic Sales Controlling
   - 9.3 Operational Sales Controlling
   - 9.4 Sales Information Systems

10. Future Developments
    - 10.1 Digitization and Social Media
    - 10.2 Globalization and Internationalization
    - 10.3 Big Data and System Integration

Literature

Compulsory Reading

Further Reading

- Guenzi, P./Geiger, P. (2010): Sales Management: A multinational perspective. Macmillan Education UK, Houndmills, Basingstoke, Hampshire.
- Hair, J. F. et al. (2008): Sales Management. Building Customer Relationships and Partnerships. Cengage, Boston.Homburg, C./Schäfer, H./Schneider, J. (2012): Sales Excellence. Systematic Sales Management. Springer, Wiesbaden.
- Ingram, T. N. et al. (2015): Sales Management. Analysis and Decision Making. 9. Auflage, Routledge, Abingdon.
- Johnston, M. W./Marshall, G.W. (2016): Sales Force Management. Leadership, Innovation, Technology. 12. Auflage, Routledge, Abingdon.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	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	**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	☐ Reader
☐ Exam Template	☐ Slides

Sales Management II

Course Code: DLMWSA02_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Sales Management
   - 1.1 Goals and Tasks of the Sales Department
   - 1.2 The Development of Sales: From The Closing Hunt to Selling with Method
   - 1.3 Developing CRM Sales: Selling with a System
2. Database Marketing
   - 2.1 2.1 Concept and Content of Database Marketing
   - 2.2 2.2 Requirements and Procedures in Database Marketing
   - 2.3 2.3 Legal Framework

3. Complaint Management I
   - 3.1 Principles and Objectives of Complaint Management
   - 3.2 Definition and Relevance of Customer Satisfaction
   - 3.3 Tasks and Processes of Complaint Management

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

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

6. The Media of Dialogue Marketing: Use and Design
   - 6.1 Media and Their Use in Dialogue Marketing
   - 6.2 The Design of Dialogue Marketing
   - 6.3 Case Studies

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

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

9. Organization, Management and Control Of Online Marketing And Sales Management
   - 9.1 Organizational Integration of Dialogue/Online Marketing
   - 9.2 The Consolidation of the Database, Complaint Management, Dialogue and Online Marketing in CRM
   - 9.3 Key Figures of Dialog Marketing

10. Legal Aspects and Future Developments in Online Sales Management
    - 10.1 10.1 Legal Aspects of Dialogue and Online Marketing I
    - 10.2 10.2 Legal Aspects of Dialogue and Online Marketing Ii
    - 10.3 10.3 Distribution 3.0

Literature

Compulsory Reading

Further Reading

- Hair, J. F. et al. (2008): Sales Management. Building Customer Relationships and Partnerships. Cengage, Boston, MA.
- Homburg, C./Schäfer, H./Schneider, J. (2012): Sales Excellence. Systematic Sales Management. Springer, Wiesbaden.
- Ingram, T. N. et al. (2015): Sales Management. Analysis and Decision Making. 9th edition, Routledge, Abingdon.
- Kaushik, A. (2007): Web Analytics. An Hour a Day. Wiley, Hoboken, NJ.

Study Format Fernstudium

Study Format	Course Type
Fernstudium	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	**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	☐ Reader
☐ Exam Template	☐ Slides

4. Semester

Master Thesis

Module Code: MMTHE

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

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

Module Coordinator

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

Contributing Courses to Module

- Master Thesis (MMTHE01)
- Colloquium (MMTHE02)

Module Exam Type

Module Exam	Split Exam
	Master Thesis • Study Format "Distance Learning": Written Assessment: Master Thesis (90) • Study Format "myStudies": Written Assessment: Master Thesis (90) Colloquium • Study Format "Distance Learning": Presentation: Colloquium (10) • Study Format "myStudies": Presentation: Colloquium (10)

Weight of Module

see curriculum

Module Contents

Master Thesis

- Master's thesis

Colloquium

- Colloquium on the Master's thesis

Learning Outcomes

Master Thesis

On successful completion, students will be able to

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

Colloquium

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of IU International University of Applied Sciences (IU)
This module is similar to other modules in the field(s) of Methods.	All Master Programmes in the Business & Management field(s).

Master Thesis

Course Code: MMTHE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Bui, Y. N. (2013). How to Write a Master's Thesis (2nd ed.). SAGE Publications, Incorporated. ▪ Turabian, K. L. (2013). A Manual for Writers of Research Papers, theses, and dissertations (8th ed.). University of Chicago Press. ▪ Further subject specific literature

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
810 h	0 h	0 h	0 h	0 h	810 h

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

Study Format myStudies

Study Format	Course Type
myStudies	Thesis

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

Student Workload					
Self Study	**Presence**	**Tutorial**	**Self Test**	**Practical Experience**	**Hours Total**
810 h	0 h	0 h	0 h	0 h	810 h

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

Colloquium

Course Code: MMTHE02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis Defense

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

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

Instructional Methods

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

Study Format myStudies

Study Format	Course Type
myStudies	Thesis Defense

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

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

Instructional Methods

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