MODULE HANDBOOK

Master of Arts

Marketing Management (FS-MAMAE-120)

120 ECTS

Distance Learning or myStudies

INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Classification: Consecutive

Contents

1. Semester

Module DLMMARE: International Marketing
Module Description 9
Course DLMMARE01: International Marketing 11

Module DLMARM: Advanced Research Methods
Module Description 17
Course DLMARM01: Advanced Research Methods 19

Module DLMBCBR1: International Consumer Behavior
Module Description 25
Course DLMBCBR01: International Consumer Behavior 27

Module DLMAST-01_E: Applied Statistics
Module Description 31
Course MMET02-01_E: Applied Statistics 33

Module DLMBCBR2: Applied Marketing Research
Module Description 37
Course DLMBCBR02: Applied Marketing Research 39

Module DLMOSMM_E: Online and Social Media Marketing
Module Description 45
Course DLMWOM01_E: Online and Social Media Marketing 47

2. Semester

Module DLMMASMR_E: Seminar: Marketing Responsibility
Module Description 55
Course DLMMASMR01_E: Seminar: Marketing Responsibility 57

Module DLMBSME: Strategic Management
Module Description 61
Course DLMBSME01: Strategic Management 63

Module DLMMAAMC_E: Advanced Marketing Controlling
Module Description 69
Course DLMMAAMC01_E: Advanced Marketing Controlling 71

Module DLMIDBM_E: Digital Business Models
Module Description 77
Course DLMIDBM01_E: Digital Business Models 79

Module DLMMADAS_E: Digital Analytics and Strategies
Module Description 85
Course DLMMADAS01_E: Digital Analytics and Strategies 87

Module DLMCIM_E: Seminar: Current Issues in Marketing
Module Description 91
Course DLMCIM01_E: Seminar: Current Issues in Marketing 93

---

3. Semester

Module DLMMFS_E: Marketing Project
Module Description 101
Course DLMMFS01_E: Marketing Project 103

Module DLMBLSE: Leadership
Module Description 107
Course DLMBLSE01: Leadership 109

Module MWEC-01_E: E-Commerce
Module Description 115
Course MWEC01-01_E: E-Commerce I 118
Course MWEC02-01_E: E-Commerce II 122

Module DLMWSAM_E: Sales Management
Module Description 127
Course DLMWSA01_E: Sales Management I 129
Course DLMWSA02_E: Sales Management II 133

Module MWMA_E: Strategic Marketing and Branding
Module Description 137
Course MWMA01_E: Global Branding 139
Course MWMA02_E: Customer Relationship Marketing 143

Module DLMWKPR_E: Communication and Public Relations
Module Description 147
Course DLMWKB01_E: Communication and Public Relations I 150
Course DLMWKB02_E: Communication and Public Relations II 154

Module DLMAIEUIUX: UI/UX Expert
Module Description 157

Course DLMAIEUIUX01: User Interface and Experience 159
Course DLMAIEUIUX02: Project: Human Computer Interaction 162

Module DLMDSEBA: Business Analyst
Module Description 165
Course DLMDSEBA01: Business Intelligence I 167
Course DLMDSEBA02: Project: Business Intelligence 171

Module DLMBPDDT: Product Development and Design Thinking
Module Description 175
Course DLMBPDDT01: Product Development 177
Course DLMBPDDT02: Design Thinking 181

Module DLMSFCS: Salesforce Consultant Specialization
Module Description 185
Course DLMSFCS01: Salesforce Administrator and Service Cloud Consultant 187
Course DLMSFCS02: Salesforce Sales Cloud Consultant 189

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4. Semester

Module MMTHE: Master Thesis
Module Description 195
Course MMTHE01: Master Thesis 197
Course MMTHE02: Colloquium 201

2021-04-01

1. Semester

International Marketing

Module Code: DLMMARE

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 and Examination
1. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Josephine Zhou-Brock (International Marketing)

Contributing Courses to Module

- International Marketing (DLMMARE01)

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

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

Learning Outcomes

International Marketing

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Marketing & Sales.	All Master Programmes in the Marketing & Communication field.

International Marketing

Course Code: DLMMARE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to International Marketing
   - 1.1 Issues Related to International Marketing
   - 1.2 Environmental Factors in International Market Development
   - 1.3 Features of Buying Behavior in International Marketing

2. International Marketing Strategies
   - 2.1 Marketing Segmentation and Market Selection
   - 2.2 Market Entry Strategy
   - 2.3 Market Exit Strategy

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

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

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

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

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

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

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

Literature
Compulsory Reading
Further Reading ▪ Bradley, F. (2004). International marketing strategy (5th ed.). Toronto: Pearson Education.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

DLMMARE01

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 and Examination
1. Semester	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 Sience 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 the University**
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 and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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
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DLMARM01

International Consumer Behavior

Module Code: DLMBCBR1

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 and Examination
1. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Caterina Fox (International Consumer Behavior)

Contributing Courses to Module

- International Consumer Behavior (DLMBCBR01)

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

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

Learning Outcomes

International Consumer Behavior

On successful completion, students will be able to

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

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

International Consumer Behavior

Course Code: DLMBCBR01

Study Level	Language of Instruction and Examination	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 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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

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 and Examination
1. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Hans-Jörg Beilharz (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 the University**
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 and Examination	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, D. R., Sweeney, D. J., & Williams, T. A. (2012). Contemporary business statistics with Microsoft Excel: Contemporary business statistics. South-Western College Publishing.
- Harpale, V. K., & Bairagi, V. K. (2019). Applied statistics. Chapman and Hall/CRC.
- McEvoy, D. M. (2018). A guide to business statistics. Wiley.

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

Applied Marketing Research

Module Code: DLMBCBR2

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 and Examination
1. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Caterina Fox (Applied Marketing Research)

Contributing Courses to Module

- Applied Marketing Research (DLMBCBR02)

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

Learning Outcomes

Applied Marketing Research

On successful completion, students will be able to

- recognize and promote the importance of marketing research methodologies in supporting key marketing management decisions.
- identify some of the challenges of marketing research in an international environment.
- identify appropriate analysis tools for a given marketing related problem on a strategic and operational level.
- identify errors made in the research process.
- outline the stages of the marketing research process.
- identify ethical 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 the University**
This module is similar to other modules in the fields of Marketing & Sales	All Master Programmes in the fields of Marketing & Communication

Applied Marketing Research

Course Code: DLMBCBR02

Study Level	Language of Instruction and Examination	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 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 ethical problems in a marketing research situation and propose an ethically sound approach.
- propose a research design to study a particular research question.
- compare and contrast different research methods.
- recommend good practice for a variety of research techniques.
- design questionnaires with sound measurement properties.
- interpret results of advanced marketing research efforts.
- transfer the gained insights into their future international work environment.

Contents

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

2. Problem Definition and the Marketing Research Process
   - 2.1 From Problem Recognition to Research Objectives: Step One
   - 2.2 From Research Design to Follow-Up: Steps Two to Six
   - 2.3 Forward and Backward Linkages in the Marketing Research Process

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

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

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

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

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

Literature
Compulsory Reading
Further Reading ▪ 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 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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

DLMBCBR02

Online and Social Media Marketing

Module Code: DLMOSMM_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 and Examination
1. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

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

Contributing Courses to Module

- Online and Social Media Marketing (DLMWOM01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Online and Social Media Marketing

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Master Programs in the Marketing & Communication fields

Online and Social Media Marketing

Course Code: DLMWOM01_E

Study Level	Language of Instruction and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

2. Semester

Seminar: Marketing Responsibility

Module Code: DLMMASMR_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 and Examination
2. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Caterina Fox (Seminar: Marketing Responsibility)

Contributing Courses to Module

- Seminar: Marketing Responsibility (DLMMASMR01_E)

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

Through progress in consumer behavior research, big data analysis and the use of artificial intelligence, forecasting social and individual consumer behavior and purchasing decisions becomes more acurate. The challenges concerning the limitations of marketing and the responsibility of marketing decision-makers will be explored in the seminar "Marketing Responsibility".

Learning Outcomes

Seminar: Marketing Responsibility

On successful completion, students will be able to

- understand the development and effectiveness of marketing measures and analyses in a historical context.
- identify, evaluate and reflect on alternative approaches to business and business ethics.
- analyze and evaluate current possibilities and their limits with regard to the prognosis of individual or collective consumer behavior and purchase decisions.
- recognize and reflect ethical and moral obligations in marketing.
- identify possibilities of new data analysis methods and recognize legal and ethical limits to the use of data in marketing.
- recognize individual and social benefits in purchasing decisions and the effect of corporate social responsibility and ethical positioning on customer behavior.
- identify and shape the contribution of marketing to the sustainable development of companies and societies.
- analyze, evaluate and reflect on studies and empirical results on marketing and corporate responsibility.

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

Seminar: Marketing Responsibility

Course Code: DLMMASMR01_E

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

Course Description

The discoveries of consumer behavior research, coupled with advances in the fields of big data and artificial intelligence in particular, increase the effectiveness and efficiency of marketing activities. The transparent customer seems to be becoming more and more a reality and raises the question of legal, social and ethical limits in marketing. The seminar "Marketing Responsibility" deals with this topic: What is the current status regarding the application of artificial intelligence and analysis in the context of Big Data? How good are the prognosis validities of existing methods? Where do the boundaries lie between what marketing can or cannot do in the future and what should be allowed? Which standards and criteria should be used for evaluation? How do companies have to position themselves against this background? Students learn to analyze selected topics and case studies independently and to link them to already known concepts, as well as to question and discuss them critically. They will be able to use appropriate concepts, methods and instruments to successfully deal with new types of questions relating to corporate and marketing responsibility. This enables them to define their own role in marketing and to act proactively in these areas.

Course Outcomes

On successful completion, students will be able to

- understand the development and effectiveness of marketing measures and analyses in a historical context.
- identify, evaluate and reflect on alternative approaches to business and business ethics.
- analyze and evaluate current possibilities and their limits with regard to the prognosis of individual or collective consumer behavior and purchase decisions.
- recognize and reflect ethical and moral obligations in marketing.
- identify possibilities of new data analysis methods and recognize legal and ethical limits to the use of data in marketing.
- recognize individual and social benefits in purchasing decisions and the effect of corporate social responsibility and ethical positioning on customer behavior.
- identify and shape the contribution of marketing to the sustainable development of companies and societies.
- analyze, evaluate and reflect on studies and empirical results on marketing and corporate responsibility.

Contents

- Through progress in consumer behavior research, big data analysis and the use of artificial intelligence, forecasting social and individual consumer behavior and purchasing decisions becomes more acurate. The challenges concerning the limitations of marketing and the responsibility of marketing decision-makers. In the seminar "Marketing Responsibility", students will be able to analyze the latest findings on the effectiveness of marketing measures and evaluate the legal, social and ethical limits of forthcoming opportunities.

Literature

Compulsory Reading

Further Reading

- Armstrong, G./Kotler, Ph. (2020): Principles of Marketing, Global Edition. 18th Edition, Pearson Education, London.
- Crane, A./Matten, D. (2010): Business Ethics. 3rd Edition, Oxford University Press, Oxford.
- Grigsby, M.(2018): Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd Edition, London.
- Kotler, Ph./Lee, N. (2005): Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause. 1st Edition, Wiley & Sons, Hoboken, NJ.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ 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 and Examination
2. Semester	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 the University**
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 and Examination	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?

2. The Strategic Environment
   - 2.1 Where Are We in the Market Place? The Macro Environment
   - 2.2 Where Are We in the Market Place? The Micro Environment
   - 2.3 Analysis, Strategic Capabilities, and the Five Forces Model

3. The Position in the Market
   - 3.1 Why Do We Exist?
   - 3.2 What is Our Position in the Market?
   - 3.3 What Information Does the Company Need?
   - 3.4 What Capabilities Does the Company Have?
   - 3.5 What Capabilities Do Others Have?

4. What Strategic Options Are Available to the Strategic Business Unit (SBU)?
   - 4.1 What Strategic Options Does the SBU Have?
   - 4.2 Interactive Strategies
   - 4.3 Product Life Cycle

5. What Strategic Options Are Available to the Corporation?
   - 5.1 Areas to Consider When Formulating a Strategy
   - 5.2 Strategic Options
   - 5.3 Outsourcing
   - 5.4 Product Portfolio Analysis Using the BCG Matrix
   - 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix

6. What International Strategies Are Available?
   - 6.1 Why Do Companies Go International?
   - 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
   - 6.3 How Can a Company Invest Internationally?

7. Do-It-Yourself, Buy, or Ally?
   - 7.1 Do-It-Yourself
   - 7.2 Mergers and Acquisitions (M&As)
   - 7.3 Strategic Alliances
   - 7.4 How to Decide Whether to Buy, Alley, or Do-It-Yourself?

8. How to Evaluate Strategies?
   - 8.1 How to Evaluate Strategy?
   - 8.2 Implementing Strategy

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

Advanced Marketing Controlling

Module Code: DLMMAAMC_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 and Examination
2. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Adrienne Steffen (Advanced Marketing Controlling)

Contributing Courses to Module

- Advanced Marketing Controlling (DLMMAAMC01_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

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

Learning Outcomes

Advanced Marketing Controlling

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Planning & Controlling	All Master Programs in the Business & Management fields

Advanced Marketing Controlling

Course Code: DLMMAAMC01_E

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

Course Description

Based on the strategic corporate goals, marketing is faced with the challenge of implementing its own measures and ensuring their efficiency and effectiveness. This is the purpose of marketing controlling. Against this background, students learn about the functions and tasks of strategic and operative marketing controlling and understand the interaction of the various target and success factors in marketing. Alternative instruments and methods are reflected upon, analyzed with regard to their respective strengths and weaknesses, and evaluated with regard to their suitability for the various objectives of marketing controlling. In this way, a comprehensive understanding of concepts for measuring and increasing marketing performance on a strategic and operational level can be created. Finally, the possibilities and limitations of the use of market intelligence are highlighted and discussed.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Classification and Tasks of Marketing Controlling
   - 1.1 Functions and Tasks of Marketing Controlling
   - 1.2 Organizational Integration of Marketing Controlling

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

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

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

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

6. New Approaches and Possibilities of Market Intelligence for Marketing Controlling
   - 6.1 New Approaches of Market Intelligence for Marketing Controlling
   - 6.2 Possibilities and Limitations of using Market Intelligence for Marketing Controlling

Literature
Compulsory Reading
Further Reading ▪ Drummond, G. / Ensor, J. / Ashford, R. (2008): Strategic Marketing: Planning and Control. 3rd edition, Taylor & Francis, New York, NY. ▪ Farris, P.W./Bendle, N./Pfeifer, Ph./ Reibstein, D. (2016). Marketing Metrics: The Manager's Guide to Measuring Marketing Performance. 3rd Edition, Pearson FT Press. ▪ Kaplan, R. S./Norton, D. P. (2008): Mastering the management system. In: Harvard Business Review, 89 Jg., Heft 1, pp. 63–77. ▪ Kotler, P./Keller, K./Brady, M. (2016): Marketing Management. Pearson, Harlow. ▪ Reichmann T. (1997): Strategic Marketing-Controlling. In: Controlling. Springer, Berlin, Heidelberg. ▪ Tomczak, T. / Reinecke, S. / Kuss, A. (2017): Strategic Marketing: Market-Oriented Corporate and Business Unit Planning. Springer Gabler, Wiesbaden.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

DLMMAAMC01_E

Digital Business Models

Module Code: DLMIDBM_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 and Examination
2. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Mario Boßlau (Digital Business Models)

Contributing Courses to Module

- Digital Business Models (DLMIDBM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Exam or Written Assessment: Case Study, 90 Minutes Study Format: Distance Learning Exam or Written Assessment: Case Study, 90 Minutes	

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Digital Business Models

On successful completion, students will be able to

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

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

Digital Business Models

Course Code: DLMIDBM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Innovation Management and Business Model Definitions
   - 1.1 Basic Concepts of Innovation Management Regarding Digital Business Models
   - 1.2 Business Models: Genesis - Definition - Relation to Innovation
   - 1.3 Specifics of Digital Business Models and Comparison to Traditional Approaches
2. Digital Business Models: Definition and Elements
   - 2.1 New Elements of Digital Business Models
   - 2.2 Redefinition and Core Elements of Digital Business Models
   - 2.3 Value Architecture and Value Mechanics

3. Basic Architectures, Standard Patterns and Network Integration
   3.1 Basic Digital Business Model Architectures
   3.2 Standard Patterns in Business Model Elements
   3.3 Networks and Differentiation Strategies

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

5. The Business Case and Special Features of Investment Planning
   5.1 Elements of the Business Case and Connection to Previous Concepts
   5.2 Revenue Mechanics, Revenue Planning and Performance Indicators
   5.3 Special Features of Investment Planning

Literature

Compulsory Reading

Further Reading

- Ahmed, P. K./Shepherd, C. D. (2010): Innovation Management. Context, strategies, systems and processes. Prentice Hall, Upper Saddle River, NJ.
- Bessant, J. R. / Tidd, J. (2018) : Innovation and entrepreneurship. 3rd edition, JOHN WILEY & Sons, Chichester.
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- Laudon, K./Traver, C. G. (2011): E-Commerce. 7th edition, Prentice Hall, Upper Saddle River, NJ.
- Lynch, J./Ariely, D. (2000): Wine Online. Search Costs and Competition on Price, Quality, and Distribution. In: Marketing Science, 19. Jg., Heft 1, S. 83–103.
- Osterwalder, A. / Pigneur, Y. / Clark, T. (2010): Business model generation: A handbook for visionaries, game changers, and challengers. Wiley, Hoboken, NJ.
- Rogers, D. L. (2016): The digital transformation playbook: Rethink your business for the digital age. Columbia Business School Publishing, New York.
- Varian, H. (2000): When Commerce Moves Online. Competition Can Work in Strange Ways. In: New York Times, 24 August 2000.
- Wirtz, B. W. (2019): Digital Business Models: Concepts, Models, and the Alphabet Case Study. Progress in IS. Springer International Publishing, Cham.
- Woerner, S. / Weill, P. (2018): What's Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise: Harvard Business Review.

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 or Written Assessment: Case Study, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 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 or Written Assessment: Case Study, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	25 h	25 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

Module Code: DLMMADAS_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 and Examination
2. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Adrienne Steffen (Digital Analytics and Strategies)

Contributing Courses to Module

- Digital Analytics and Strategies (DLMMADAS01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- 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

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 the University**
This module is similar to other modules in the fields of Business Administration & Management	All Master Programs in the Business & Management fields

Digital Analytics and Strategies

Course Code: DLMMADAS01_E

Study Level	Language of Instruction and Examination	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

- Angel, G. (2016). Measuring the digital world: Using digital analytics to drive better experiences. Pearson.
- Phillips, J. (2016). Ecommence analytics: Analyze and improve the impact of your digital strategy. Pearson.
- Sponder, M., & Gohar, K. (2018). Digital analytics for marketing. Routledge.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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: Current Issues in Marketing

Module Code: DLMCIM_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 and Examination
2. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Seminar: Current Issues in Marketing)

Contributing Courses to Module

- Seminar: Current Issues in Marketing (DLMCIM01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Seminar: Current Issues in Marketing

On successful completion, students will be able to

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

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

Seminar: Current Issues in Marketing

Course Code: DLMCIM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Bailey, S. (2011). Academic writing for international students of business. Routledge. ▪ Swales, J. M., & Feak, C. R. (2012). Academic writing for graduate students, essential tasks and skills. University of Michigan Press. ▪ Turabian, K. L. (2013). A manual for writers of research papers, theses, and dissertations. University of Chicago Press

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

3. Semester

Marketing Project

Module Code: DLMMFS_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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Carolin Egger (Marketing Project)

Contributing Courses to Module

- Marketing Project (DLMMFS01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Written Assessment: Project Report Study Format: Distance Learning Written Assessment: Project Report	

Weight of Module

see curriculum

Module Contents

- Independent work on a realistic marketing project
- Familiarity with research, methodology and analysis
- Writing a project report
- Providing a cohesive business project

Learning Outcomes

Marketing Project

On successful completion, students will be able to

- transfer their knowledge of marketing to a practical example.
- know how to develop a marketing plan.
- create and develop a marketing plan independently using available data.

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

Marketing Project

Course Code: DLMMFS01_E

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

Course Description

The module "Marketing Project" focuses on topics of operative marketing. In this seminar, students are familiarized with the methodology of developing a marketing project. Areas dealt with are research, methodology and analysis. Students learn how to introduce a product or service to the market by researching and defining all areas of the classic marketing mix. They define a target group, research the market, describe the product or service, develop a pricing strategy, create a communication and a distribution plan. Students are required to perform both primary and secondary research. In this seminar, students acquire basic practical knowledge by applying the theoretical approaches of the marketing mix to a real project. They collect data on the market and the target group and, based on this, work out a marketing plan including a rough business plan.

Course Outcomes

On successful completion, students will be able to

- transfer their knowledge of marketing to a practical example.
- know how to develop a marketing plan.
- create and develop a marketing plan independently using available data.

Contents

1. Choice of topics: Development of creative product or service ideas
2. Target group definition: Who is your client? How large is this market segment?
3. Market research: How big is the market for this product or service? What is the market trend?
4. Product definition: What is the core product or service you offer? What additional elements are part of this offer?
5. Pricing: How much will you sell the product or service for? What does the competition charge? What are your approximate costs? What is your target group willing to pay?
6. Communication: How do you communicate your offer to the target group? Through which communication channels?
7. Distribution: Which distribution channels are available?

Literature

Compulsory Reading

Further Reading

- Bughin, J./Doogan, J./Vetvik, O. J. (2010): A new way to measure word-of-mouth marketing. In: McKinsey Quarterly, no 2, S. 113–116.
- Dinner, I./ Heerde, H. J. v./Neslin, S. A. (2014): Driving Online and Offline Sales. The Cross-Channel Effects of Traditional, Online Display, and Paid Search. In: Journal of Marketing Research (JMR), 51. Jg., no 5, S. 527–545.
- Kotler, P. et al. (2012): Marketing Management. 2. Auflage, Pearson, Harlow et al.
- McWilliams, G. (2004): Analyzing Customers, Best Buy Decides Not All Are Welcome. In: The Wall Street Journal, 08 November 2004.
- o. V. (2010): Selling becomes sociable. In: The Economist, Heft 8699, S. 76–78. (URL: http://www.economist.com/node/16994870 [Retrieved on: 01.03.2017]).
- Rust, R./Moorman, C./Bhalla G. (2010): Rethinking Marketing. In: Harvard Business Review, 88. Jg., no 1/2, S. 94–101.

Study Format myStudies

Study Format	Course Type
myStudies	Project

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

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 and Examination
3. Semester	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 the University**
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 and Examination	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

1. An Overview of Leadership
   - 1.1 Leadership and Personality: Trait Theories
   - 1.2 Leadership as a Skill: Attribute and Behavior Theories
   - 1.3 Positive Reinforcement: Behavioral Theories
   - 1.4 Leadership Dependent on the Situation: Situational Approaches
   - 1.5 Situational and Contingency Theories
   - 1.6 Theory of Functional Leadership Behavior
   - 1.7 Integrated Psychological Theory
   - 1.8 Transactional and Transformative Leadership
   - 1.9 Leadership as an Emotionally Charged Process
   - 1.10 Neo-Emergent Theory

2. Leadership as a Social Role
   - 2.1 Roles and Groups
   - 2.2 Role Types
   - 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
   - 2.4 The Individual and The Group – Conforming and Deviating Behavior
   - 2.5 The Problems of Formalized Role Understanding and Self-Concept

3. Leadership from the Employee's Perspective
   - 3.1 General Expectations for Managers
   - 3.2 Truthfulness and Authenticity
   - 3.3 Handling Conflicts Competently
   - 3.4 Conflicts in Groups
   - 3.5 Conflict Resolution Pattern According to Matzat
   - 3.6 Enthusiasm
   - 3.7 Ability to Cope with Pressure
   - 3.8 Assertiveness
   - 3.9 Empathy
   - 3.10 Expertise

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☑ 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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☑ Exam Template	

E-Commerce

Module Code: MWEC-01_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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Bolz (E-Commerce I) / Prof. Dr. Thomas Bolz (E-Commerce II)

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	E-Commerce I • Study Format "Distance Learning": Exam, 90 Minutes E-Commerce II • Study Format "Distance Learning": Written Assessment: Case Study

Weight of Module

see curriculum

Module Contents

E-Commerce I

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

E-Commerce II

- Basics of online marketing and e-commerce
- web usability
- Network-based payment systems
- Legal basis
- Shop systems - tools - logistics
- Social media marketing in e-commerce
- Monitoring and analysis

Learning Outcomes

E-Commerce I

On successful completion, students will be able to

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

E-Commerce II

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of E-Commerce	All Master Programs in the Marketing & Communication fields

E-Commerce I

Course Code: MWEC01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Forms of E-Commerce
   - 2.1 Types of E-Commerce Operations
   - 2.2 Innovative Forms of Interactive E-Commerce

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

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

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

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

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

Literature
Compulsory Reading
Further Reading ▪ Turban, E., Whiteside, J., King, D., & Outland, J. (2017). Introduction to electronic commerce and social commerce. Springer. ▪ Laudon, K., & Traver, C. (2021). E-commerce 2021: Business, technology, and society (16th ed.). Pearson.

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	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

E-Commerce II

Course Code: MWEC02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Online Marketing and E-Commerce
   - 1.1 Behavior of Online Customers
   - 1.2 Forms of Online Marketing
   - 1.3 Importance, Function and Impact of Online Marketing in E-Commerce
   - 1.4 Online Sales Channels, Mobile Marketing and Apps
   - 1.5 Implementation: Decision Criteria, Specifications and Project Management

2. Web Usability
   - 2.1 Criteria of Good Web Usability
   - 2.2 Barrier-Free Design and Responsive Design
   - 2.3 Search Engine Optimization and Content Marketing

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

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

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

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

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

Literature
Compulsory Reading
Further Reading ▪ Wiedenhoefer, L. (2021). Digital customer experience engineering: Strategies for creating effectivedigital experiences. Apress. ▪ Lesvitt, M. O., & Shneiderman, B. (2007). Research-based web design & usability guidelines.United States Government Printing Office.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Adrienne Steffen (Sales Management I) / Prof. Dr. Adrienne Steffen (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 "Distance Learning": Written Assessment: Case Study Sales Management II • Study Format "Distance Learning": 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 the University**
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 and Examination	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, S. (2011). Sales management: A multinational perspective. Palgrave Macmillan.
- Ingram, T. N., Schwepker, C. H., Avila, R. A., & LaForge, R. W. (2008). Professional selling: A trust-based approach (4th ed). Thomson South-Western.
- Johnston, M. W., & Marshall, G. W. (2016). Sales force management: Leadership, innovation, technology. Routledge.
- Manning, G. L., Ahearne, M., & Reece, B. L. (2014). Selling today: Partnering to create value. Pearson.

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Case Study

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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 and Examination	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 ▪ Homburg, C., Schäfer, H., & Schneider, J. (2012). Sales excellence: Systematic sales management.Springer. ▪ Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2020). Salesmanagement: Analysis and decision making (10th edition). Routledge.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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 Marketing and Branding

Module Code: MWMA_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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

N.N. (Global Branding) / Prof. Dr. Dirk Battenfeld (Customer Relationship Marketing)

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Global Branding • Study Format "Distance Learning": Exam, 90 Minutes Customer Relationship Marketing • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Global Branding

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

Customer Relationship Marketing

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

Learning Outcomes

Global Branding

On successful completion, students will be able to

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

Customer Relationship Marketing

On successful completion, students will be able to

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

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

Global Branding

Course Code: MWMA01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Necessity and Importance of Brand Management
   - 1.1 What Exactly is a Brand?
   - 1.2 General Conditions on National and International Markets
   - 1.3 Relevance of Brands for Customers
   - 1.4 Relevance of Brands for Companies
2. Goal of Brand Management
   - 2.1 Brand Equity as a Control Parameter for the Definition of Brand Objectives
   - 2.2 The Brand Steering Wheel for Brand Identity Development
   - 2.3 Developing the Personality of a Brand

3. Positioning of Brands
   3.1 What is Brand Positioning?
   3.2 Different Positioning Goals for Brands
   3.3 Repositioning of Brands
   3.4 Implementation of the Desired Brand Position
   3.5 The Characteristics of Brand Globalization

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

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

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

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

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

9. Brand Controlling
   9.1 Systematics of Trademark Controlling
   9.2 Measuring Central Control Variables
   9.3 Qualitative Measurement Methods

10. Measurement of Brand Status and Brand Equity
    - 10.1 Reasons for Brand Value Measurement
    - 10.2 Diagnostic Measurements of Brand Status
    - 10.3 Evaluative Measurements of Brand Equity

Literature

Compulsory Reading

Further Reading

- Aaker, D./Joachimsthaler, E. (2000): Brand Leadership. Free Press, New York.
- de Chernatony, L./McDonald, M. (1998): Creating powerful brands in consumer, service and industrial markets. Butterworth Heinemann, Oxford et al.
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- Keller, K. L. (2008): Strategic Brand Management. Building, Measuring and Managing Brand Equity. 3. Auflage, Pearson, Upper Saddle River (NJ).
- Lindstrom, M. (2005): Brand Sense. Build Powerful Brands Through Touch, Taste, Smell, Sight, and Sound. Free Press, New York.
- Roll, M.: (2005): Asian Brand Strategy. How Asia Builds Strong Brands. Palgrave Macmillan, Basingstoke (UK).
- Selected papers:
- Barron, J./Hollingshead, J. (2004): Brand Globally, Market Locally. In: Journal of Business Strategy, 25. Jg., Heft 1, S. 9–14.
- de Chernatony, L. (2002): Would a brand smell any sweeter by a corporate name? In: Corporate Reputation Review, 5. Jg., Heft 2/3, S. 114–132.
- de Chernatony, L./Dall'Olmo Riley, F. (1998): Defining a "Brand". Beyond the Literature with Experts' Interpretations. In: Journal of Marketing Management, 14. Jg., Heft 5, S. 417–443.
- Esch, F.-R. et al. (2006): Are brands forever? How brand knowledge and relationships affect current and future purchases. In: Journal of Product & Brand Management, 15. Jg., Heft 2, S. 98–105.
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- Urde, M. (1999) Brand Orientation. A Mindset for Building Brands into Strategic Resources. In: Journal of Marketing Management, 15. Jg., Heft 1–3, S. 117–133.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

Customer Relationship Marketing

Course Code: MWMA02_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

3. Customer Acquisition
   - 3.1 Customer Acquisition Strategies
   - 3.2 Instruments of Customer Acquisition
   - 3.3 New Customer Management

4. Customer Loyalty
   - 4.1 Customer Loyalty Management
   - 4.2 Customer Programs
   - 4.3 Complaints Management

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

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

7. Operational CRM Processes
   - 7.1 Campaign Management
   - 7.2 Lead Management

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

9. CRM in Selected Sectors
   - 9.1 CRM in the Consumer Goods, Service, and Experience Sector
   - 9.2 CRM in the Capital Goods Sector

Literature
Compulsory Reading
Further Reading ▪ Dowling, B. (2002): Customer Relationship Management: In B2C Markets, Often Less is More. In: California Management Review, 22. Jg., Heft 3, S. 113–125. ▪ Grönroos, C. (2001): Service Management and Marketing. A Customer Relationship Management Approach. 2. Auflage, Wiley, Hoboken (NJ). ▪ Gummesson, E. (2015): Total Relationship Marketing. Rethinking Marketing Management. 32. Auflage, Butterworth Heinemann, Oxford. ▪ Hennig-Thurau, T./Hansen, U. (Hrsg.) (2000): Relationship Marketing. Gaining Competitive Advantage Through Customer Satisfaction and Customer Retention. Springer, Berlin/Heidelberg. ▪ Kracklauer, A. H. (2005): Collaborative Customer Relationship Management. Taking CRM to the Next Level. Springer, Berlin/Heidelberg. ▪ Prahalad, C. K. et al. (2002): Harvard Business Review on Customer Relationship Management. Harvard Business School Publishing, 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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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 and Examination
3. Semester	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 the University
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 and Examination	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

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

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

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

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

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

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

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

Literature
Compulsory Reading
Further Reading ▪ Argenti, P. A. (2015). Corporate communication (7th ed.). McGraw-Hill Education. ▪ Cornelissen, J. P. (2020). Corporate communication: A guide to theory and practice (6th ed.). SAGE. ▪ Theaker, A. (2020). The public relations handbook (6th ed.). Routledge.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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 and Examination	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

- Juska, J. (2017). Integrated marketing communication: Advertising and promotion in a digital world. Routledge.
- Kelleher, T. (2020). Public relations (2nd ed.). Oxford University Press.
- Seitel, F. (2016). The practice of public relations (13th ed.). Pearson.
- Stacks, D. (2016). Primer of public relations research (3rd ed.). Guilford Press.
- Wilcox, D., Cameron, G., & Reber, B. (2014). Public relations: Strategies and tactics (11th ed.). Pearson.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Case Study

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

UI/UX Expert

Module Code: DLMAIEUIUX

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	▪ DLMAIEUIUX01 ▪ none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

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

Contributing Courses to Module

- User Interface and Experience (DLMAIEUIUX01)
- Project: Human Computer Interaction (DLMAIEUIUX02)

Module Exam Type

Module Exam	Split Exam
	User Interface and Experience • Study Format "Distance Learning": Exam, 90 Minutes Project: Human Computer Interaction • Study Format "Distance Learning": Portfolio

Weight of Module

see curriculum

Module Contents

User Interface and Experience

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

Project: Human Computer Interaction

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

Learning Outcomes

User Interface and Experience

On successful completion, students will be able to

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

Project: Human Computer Interaction

On successful completion, students will be able to

- evaluate the usability of a user interface.
- conduct user testing.
- understand the practical implications of putting users first.
- make small changes in existing user interfaces and recognize the situations in which a user experience designer should be consulted.

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

User Interface and Experience

Course Code: DLMAIEUIUX01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. ROI of UX design
   - 1.1 Efficacy
   - 1.2 Efficiency
   - 1.3 The impact of design on use errors
2. Role and Mindset of UX design in IT projects
   - 2.1 The role of UX design: the UX designer
   - 2.2 The UX mindset: putting the user first
3. The UX design Process
   - 3.1 In a waterfall process environment
   - 3.2 In an agile process environment

4. UX Psychology: How the Human Mind Works
   - 4.1 Perceptual psychology
   - 4.2 Information processing
   - 4.3 Decision-making
   - 4.4 Situation awareness
   - 4.5 Errors

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

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

Literature

Compulsory Reading

Further Reading

- Cooper, A., Reimann, R., Cronin, D., & Noessel, C. (2014). About face: The essentials of interaction design (5th ed.). Wiley.
- Johnson, J. (2010). Designing with the mind in mind. Elsevier.
- Preece, J., Sharp, H., & Rogers, Y. (2015). Interaction design: Beyond human-computer interaction (5th ed.). Wiley.
- Unger, R., & Chandler, C. (2012). A project guide to UX design: For user experience designers in the field or in the making. New Riders Pub.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

Project: Human Computer Interaction

Course Code: DLMAIEUIUX02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	DLMAIEUIUX01

Course Description

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

Course Outcomes

On successful completion, students will be able to

- evaluate the usability of a user interface.
- conduct user testing.
- understand the practical implications of putting users first.
- make small changes in existing user interfaces and recognize the situations in which a user experience designer should be consulted.

Contents

- User experience design focusses on the needs of users. Within this portfolio project the students put into practice basic techniques which lead to good user-centered design. They learn how to test the user experience and usability of an application by conducting user tests, and they also learn how to develop and test ideas for improvement. Students will finish this course having gained practical experience working within the mindset of putting users first.

Literature
Compulsory Reading
Further Reading ▪ Barnum, C. (2010): Usability Testing Essentials: Ready, Set...Test!, Morgan Kaufmann, Burlington, USA ▪ Cooper, A., Reimann, R., Cronin, D., & Noessel, C. (2014). About face: The essentials of interaction design. New York, NY: Wiley. ▪ Johnson, J. (2010). Designing with the mind in mind. Burlington, MA: Elsevier. ▪ Preece, J., Sharp, H., & Rogers, Y. (2015). Interaction design: Beyond human-computer interaction. New York, NY: Wiley. ▪ Microsoft Windows Dev Center. (2018). Guidelines. [Web page]. Retrieved from https://docs.microsoft.com/en-us/windows/desktop/uxguide/guidelines ▪ Unger, R., & Chandler, C. (2012). A project guide to UX design. Berkeley, CA: New Riders.

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	Portfolio

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☐ Reader
☐ Exam Template	☑ Slides

Business Analyst

Module Code: DLMDSEBA

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	▪ DLMDSEBA01 ▪ none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Silke Vaas (Business Intelligence I) / Prof. Dr. Peter Poensgen (Project: Business Intelligence)

Contributing Courses to Module

- Business Intelligence I (DLMDSEBA01)
- Project: Business Intelligence (DLMDSEBA02)

Module Exam Type

Module Exam	Split Exam
	Business Intelligence I • Study Format "Distance Learning": Written Assessment: Case Study Project: Business Intelligence • Study Format "Distance Learning": Portfolio

Weight of Module

see curriculum

Module Contents

Business Intelligence I

- Data acquisition and dissemination
- Data warehouse and multidimensional modeling
- Analytical systems
- Future Business Intelligence Application Areas

Project: Business Intelligence

Implementation of a business intelligence use case.

Learning Outcomes

Business Intelligence I

On successful completion, students will be able to

- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.
- explain current and future business intelligence application areas.

Project: Business Intelligence

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the fields of Computer Science & Software Development and Data Science & Artificial Intelligence	All Master Programs in the IT & Technology fields

Business Intelligence I

Course Code: DLMDSEBA01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.
- explain current and future business intelligence application areas.

Contents

1. Motivation and Introduction
   - 1.1 Motivation and historical development of the field
   - 1.2 Business intelligence as a framework
2. Data Provisioning
   - 2.1 Operative and dispositive systems
   - 2.2 The data warehouse concept
   - 2.3 Architecture variants
3. Data Warehouse
   - 3.1 The ETL-Process
   - 3.2 DWH and Data-Mart concepts
   - 3.3 ODS and meta-data

4. Modeling Multidimensional Dataspaces
   - 4.1 Data modeling
   - 4.2 OLAP-Cubes
   - 4.3 Physical storage concepts
   - 4.4 Star-Schema and Snowflake-Schema
   - 4.5 Historization

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

6. Distribution and Access
   - 6.1 Information distribution
   - 6.2 Information access

7. Current and Future Business Intelligence Application Areas
   - 7.1 Mobile Business Intelligence
   - 7.2 Predictive and Prescriptive Analytics
   - 7.3 Artificial Intelligence
   - 7.4 Agile Business Intelligence

Literature
Compulsory Reading
Further Reading ▪ Grossmann, W., Rinderle-Ma, S. (2015): Fundamentals of Business Intelligence. Berlin/ Heidelberg: Springer. ▪ Kolb, J. (2013). Business intelligence in plain language: A practical guide to data mining and business analytics. Createspace. ▪ Sharda, R., Delen, D., & Turban, E. (2014). Business intelligence and analytics: Systems for decision support. Pearson. ▪ Sharda, R., Delen, D., & Turban, E. (2017). Business intelligence, analytics, and data science: A managerial perspective. Pearson. ▪ Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann. ▪ Turban, E., Sharda, R., Aronson, J., & King, D. (2010). Business intelligence. A managerial approach (2nd ed.). Prentice Hall. ▪ Vaisman, A., & Zimányi, E. (2016). Data warehouse systems: Design and implementation. Springer.

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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

Project: Business Intelligence

Course Code: DLMDSEBA02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	DLMDSEBA01

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature
Compulsory Reading
Further Reading ▪ Kimball, R. (2013). The data warehouse toolkit: The definitive guide to dimensional modeling (3rd ed.). Indianapolis, IN: Wiley. ▪ Linstedt, D., & Olschimke, M. (2015). Building a scalable data warehouse with Data Vault 2.0. Waltham, MA: Morgan Kaufmann. ▪ Provost, F. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. Sebastopol, CA: O'Reilly. ▪ Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Waltham, MA: Morgan Kaufmann. ▪ Turban, E., Sharda, R., Delen, D., & King, D. (2010). Business intelligence. A managerial approach (2nd ed.). Upper Saddle River, NJ: Prentice Hall.

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	Portfolio

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ 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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Dorian Mora (Product Development) / Prof. Dr. Dorian Mora (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 the University**
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 and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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 and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ Exam Template	

DLMBPDDT02

Salesforce Consultant Specialization

Module Code: DLMSFCS

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 and Examination
3. Semester	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Bolz (Salesforce Administrator and Service Cloud Consultant) / Prof. Dr. Thomas Bolz (Salesforce Sales Cloud Consultant)

Contributing Courses to Module

- Salesforce Administrator and Service Cloud Consultant (DLMSFCS01)
- Salesforce Sales Cloud Consultant (DLMSFCS02)

Module Exam Type

Module Exam	Split Exam
	Salesforce Administrator and Service Cloud Consultant • Study Format "Distance Learning": Written Assessment: Project Report Salesforce Sales Cloud Consultant • Study Format "Distance Learning": Oral Project Report

Weight of Module

see curriculum

Module Contents

Salesforce Administrator and Service Cloud Consultant

Using the learning platform Trailhead students will learn to administer the Salesforce platform. At the end of the course the students will be able to manage the Salesforce service cloud. This course is the preparation for the Salesforce Administrator Certification and Salesforce Service Cloud Certification.

Salesforce Sales Cloud Consultant

Using the learning platform Trailhead students will learn how to manage sales processes with Salesforce platform. At the end of the course the students will be able to manage the Salesforce sales cloud. This course prepares for the Salesforce Sales Cloud Consultant Certification.

Learning Outcomes

Salesforce Administrator and Service Cloud Consultant

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- setup customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- define service cloud goals and metrics.

Salesforce Sales Cloud Consultant

On successful completion, students will be able to

- setup sales management with Salesforce sales cloud.
- lead a sales team in the digital era.
- create digital engagement on multiple channels.
- define sales cloud goals and metrics.
- deploy sales processes for gathering competitive insights.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Marketing & Sales	All Master Programs in the Marketing & Communication field

Salesforce Administrator and Service Cloud Consultant

Course Code: DLMSFCS01

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

Course Description

Salesforce is the most used software solution for customer relationship management worldwide. Using the learning platform Trailhead students will learn independently the fundamentals of Salesforce. The course explains how to administrate Salesforce and how to create processes to help supporting teams become more efficient and manage large data volumes within Salesforce. This course prepares students for the Salesforce Administrator Certification and Salesforce Service Cloud Certification.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- setup customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- define service cloud goals and metrics.

Contents

- The content on the learning platform focuses on the features and functionality used to maintain a Salesforce implementation. The content provides general knowledge of the features available to end users and the configuration options available to a Salesforce Administrator. Furthermore, the content enables to perform administrative functions using current Salesforce features design solutions using the Service Cloud functionality and to lead the implementation of these solutions within a customer organization.

Literature

Compulsory Reading

Further Reading

- According to the Information given on the learning platform

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ Exam Template	

Salesforce Sales Cloud Consultant

Course Code: DLMSFCS02

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

Course Description

This course facilitates key aspects of setting up sales management with Salesforce sales cloud on the learning platform Trailhead. The course describes how to implement Salesforce sales cloud and manage it. It enables to make better business decisions based on customer data and to create a sales metrics strategy. The course shows how to create processes to help sales teams become more efficient and manage large data volumes within Salesforce. This course prepares students for the Salesforce Sales Cloud Consultant Certification.

Course Outcomes

On successful completion, students will be able to

- setup sales management with Salesforce sales cloud.
- lead a sales team in the digital era.
- create digital engagement on multiple channels.
- define sales cloud goals and metrics.
- deploy sales processes for gathering competitive insights.

Contents

- The content on the learning platform focuses on designing and deploying solutions that support sales teams and sales processes using Salesforce applications. The content enables to design solutions using the Salesforce sales cloud functionality and to lead the implementation of these solutions within an organization.

Literature

Compulsory Reading

Further Reading

- According to the Information given on the learning platform

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	Oral Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ Exam Template	

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 and Examination
4. Semester	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 the University
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 and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ 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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**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	☑ Slides
☐ Exam Template	

Colloquium

Course Code: MMTHE02

Study Level	Language of Instruction and Examination	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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	0 h	0 h	0 h	90 h

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

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	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
90 h	0 h	0 h	0 h	0 h	90 h

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