MODULE HANDBOOK

Master of Arts

Master Growth Hacking (FS-OI-EU-MAGH)

120 ECTS

Distance Learning

INTERNATIONAL UNIVERSITY OF APPLIED SCIENCES

Contents

4. Semester

2023-05-02

1. Semester

Advanced Growth Hacking
Module Code: DLMGHAGH

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
see curriculum	Minimaldauer: 1 Semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Georg Bouché (Advanced Growth Hacking)

Contributing Courses to Module

- Advanced Growth Hacking (DLMGHAGH01)

Module Exam Type

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

Module Contents

- Introduction into Growth Hacking (Definition, Historical Background, Origin, and Requirements)
- Product-Market-Fit
- A/B Testing
- Customer Relationship Management
- Data Analysis
- Case Studies

Learning Outcomes

Advanced Growth Hacking

On successful completion, students will be able to

- develop an understanding of the idea behind and learn how to use and apply Growth Hacking.
- deepen their knowledge about the origin and history of Growth Hacking, also through case studies showing how Growth Hacking is applied in real life.
- get familiar with basic conditions like knowing when a product or service is ready for the market (product-market-fit).
- using and applying A/B testing to find out which version of a website or an application leads to the best possible success.
- increase sales turnover through customer relationship management.
- develop awareness of the importance of data analysis to constantly increase a firm's 'performance'.

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.

Advanced Growth Hacking

Course Code: DLMGHAGH01

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

Course Description

The course will give an introduction into Growth Hacking, define the term, point out historical background, its origin, and focus on the requirements, tools and methods in order to roll out a Growth Hack. The students will learn when a product or service is ready to be rolled out, the so-called product-market-fit, learn why A/B Testing can be useful as well as connecting with clients, not only through Customer Relationship Management. Equally important is the constant data analysis which will also be covered in detail. A case study serves as the written assignment for this course.

Course Outcomes

On successful completion, students will be able to

- develop an understanding of the idea behind and learn how to use and apply Growth Hacking.
- deepen their knowledge about the origin and history of Growth Hacking, also through case studies showing how Growth Hacking is applied in real life.
- get familiar with basic conditions like knowing when a product or service is ready for the market (product-market-fit).
- using and applying A/B testing to find out which version of a website or an application leads to the best possible success.
- increase sales turnover through customer relationship management.
- develop awareness of the importance of data analysis to constantly increase a firm's 'performance'.

Contents

1. Introduction into Growth Hacking
   1.1   Definition
   1.2   Historical Background and the Origin of Growth Hacking
   1.3   Framework and Conditions

Literature
Compulsory Reading
Further Reading ▪ Agrawal, P. & Chaubey, R. (2019). The Growth Hacking Book: Most Guarded Growth Marketing Secrets the Silicon Valley Giants Don't Want You To Know. Growth Media AI. ▪ Agrawal, P., Chaubey, R. & Goval, S. (2021). The Growth Hacking Book 2: 100 Proven Hacks for Business and Startup Success in the New Decade. Growth Media AI. ▪ Carnegie, D. (2010). How to Win Friends and Influence People. Pocket Books. ▪ Ellis, S. & Brown, M. (2017). Hacking Growth, How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, New York. ▪ Fitzpatrick, R. (2013). The Mom Test: How to talk to customers and learn if your business is a good idea when everyone is lying to you. CreateSpace Independent Publishing Platform. ▪ Holiday, R. (2014). Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising. Penguin Group, New York. ▪ Olsen, D. (2015). The Lean Product Playbook. The product-market-fit pyramid. John Wiley & Son. ▪ Sabry, N. (2020). Ready Set Growth Hack – A Beginner's Guide to Growth Hacking Success. Printed by Sabry, N.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

International 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
see curriculum	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 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

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

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
see curriculum	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	**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

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 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods	
☐ Learning Sprints® ☑ Course Book ☐ Vodcast ☑ Shortcast ☑ Audio ☐ Exam Template	☐ Review Book ☐ Creative Lab ☑ Guideline ☐ Live Tutorium/Course Feed ☐ Reader ☑ 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 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 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 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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

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

Contributing Courses to Module

- Advanced Research Methods (DLMARM01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Advanced Research Methods

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of 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

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
☑ Shortcast	☑ Live Tutorium/Course Feed
☑ Audio	☐ Reader
☐ Exam Template	☑ Slides

Data Driven Marketing

Module Code: DLMOMDDMC1_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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Georg Bouché (Data Driven Marketing)

Contributing Courses to Module

- Data Driven Marketing (DLMOMDDMC01_E)

Module Exam Type

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

Module Contents

- Introduction: Data Driven Marketing
- Big data
- Conversion optimizing with automation and personalization
- Customer experience
- Attribution

Learning Outcomes
Data Driven Marketing
On successful completion, students will be able to
- use methods and concepts for decision making in marketing   - managing big data in marketing based on tools and methods   - optimize conversion with automation and personalization   - analyze customer experience based on various methods   - apply static and dynamic attribution models.

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

Data Driven Marketing

Course Code: DLMOMDDMC01_E

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

Course Description

This course facilitates key aspects of Data Driven Marketing and provides students with the skills of operating marketing efficiently and successfully. Therefore, this course is contributing to students' capacity to use methods and concepts for decision making. Students will learn to handle data. The issue of automation and personalization will be prominently addressed. In addition, this course provides students with the skills to analyse and optimize customer experience. Students will learn how to use attribution to be more efficient in marketing.

Course Outcomes

On successful completion, students will be able to

- use methods and concepts for decision making in marketing
- managing big data in marketing based on tools and methods
- optimize conversion with automation and personalization
- analyze customer experience based on various methods
- apply static and dynamic attribution models.

Contents

1. Introduction: Data Driven Marketing
    1.1 Transformation in marketing
    1.2 Added value through customer intelligence
    1.3 Automation and personalization
    1.4 VUCA

2. Big data
    2.1 Data management
    2.2 Relevance and features of big data
    2.3 Analysis tools
    2.4 Smart data science methods (AI, deep learning, machine learning)

3.   Conversion optimizing with automation and personalization

    3.1   Data driven e-mail and messenger marketing

    3.2   Targeting for data driven online campaigns

    3.3   Programmatic advertising

    3.4   On-site personalization: website, online shop, landing page

4.   Customer Experience

    4.1   Sales funnel

    4.2   Customer journey

    4.3   A/B-testing

    4.4   Multivariate testing

    4.5   Pattern recognition

5.   Attribution

    5.1   Static attribution models

    5.2   Dynamic attribution models

    5.3   Data-based budget allocation

Literature

Compulsory Reading

Further Reading

- Boßow-Thies, S./Hofmann-Stölting, C./Jochims, H. (2020): Data-driven Marketing. Insights aus Wissenschaft und Praxis. Springer Gabler, Wiesbaden.
- Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.
- Hassler, M. (2017): Digital und Web Analytics: Metriken auswerten, Besucherverhalten verstehen, Website optimieren. mitp Business, Frechen.
- Kreutzer, R. (2018): Praxisorientiertes Online-Marketing. Konzepte, Instrumente, Checklisten. 3. Auflage, Springer Gabler, Wiesbaden.
- Luengo, J./García-Gil, D./Ramírez-Gallego, S./García López, S./Herrera, F. (2020): Big Data Preprocessing. Enabling Smart Data. Springer, Cham.

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: Growth Hacking Tools

Module Code: DLMGHPGHT

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Thomas Bolz (Project: Growth Hacking Tools)

Contributing Courses to Module
▪ Project: Growth Hacking Tools (DLMGHPGHT01)

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

Module Contents
The students will work on their own growth hack in order to raise brand awareness for a product, a service and/or a company and to also make it better known, thereby increasing sales turnover without having to use and rely on expensive advertising formats and conventional media.

Learning Outcomes

Project: Growth Hacking Tools

On successful completion, students will be able to

- choose their own growth hack, by comparing different methods and tools that can be used.
- realize that applying growth hacks will lead to cost reductions.
- get accustomed to significantly lower expenditures on advertising and media when applying growth hacking instead of using traditional and conventional media.
- develop an awareness of how important teamwork is since growth hacking is usually only effective when marketing and IT specialists and experts work together on a project.
- apply, use and transfer their own growth hack.

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

Project: Growth Hacking Tools

Course Code: DLMGHPGHT01

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

Course Description

As part of the course, students will come up with their own project on a topic related to growth hacking and present their results. They will be able to do so, since they will get familiar with different methods and tools that are applied in Growth Hacking, combining the skills of marketing and IT experts. The course will show ideas and give insights into a world beyond classical and conventional advertising.

Course Outcomes

On successful completion, students will be able to

- choose their own growth hack, by comparing different methods and tools that can be used.
- realize that applying growth hacks will lead to cost reductions.
- get accustomed to significantly lower expenditures on advertising and media when applying growth hacking instead of using traditional and conventional media.
- develop an awareness of how important teamwork is since growth hacking is usually only effective when marketing and IT specialists and experts work together on a project.
- apply, use and transfer their own growth hack.

Contents

- The aim of the course and the idea behind it is for the students to independently learn about certain methods and techniques of Growth Hacking. It is all about creating scalable growth and showing how companies can increase their brand awareness and sales turnover without using conventional advertising channels. The students will research typical Growth Hacking tools. They get to know what product-market-fit stands for, how A/B testing is implemented, why landing pages are useful, as well as making use of e-mail marketing besides many other topics from the areas of online marketing, social media and IT. They will understand that Growth Hacking trends are based on creativity, knowledge of marketing and IT, as well as analytical thinking and the importance to deal with data on a daily basis.

Literature
Compulsory Reading
Further Reading

Further Reading

- Agrawal, P. & Chaubey, R. (2019). The Growth Hacking Book: Most Guarded Growth Marketing Secrets the Silicon Valley Giants Don't Want You To Know. Growth Media AI.
- Agrawal, P., Chaubey, R. & Goval, S. (2021). The Growth Hacking Book 2: 100 Proven Hacks for Business and Startup Success in the New Decade. Growth Media AI.
- Ellis, S. & Brown, M. (2017). Hacking Growth, How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, New York.
- Holiday, R. (2014) Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising. Penguin Group New York.
- Sabry, N. (2020). Ready Set Growth Hack – A Beginner's Guide to Growth Hacking Success. Printed by Sabry, N.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Contact Hours** 0 h	**Tutorial** 0 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

2. Semester

Performance Marketing
Module Code: DLMGHPM

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Performance Marketing)

Contributing Courses to Module

- Performance Marketing (DLMGHPM01)

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

Module Contents

- Search Engine Optimization (SEO)
- Search Engine Advertising (SEA)
- Social Media Marketing
- Affiliate Marketing
- E-Mail-Marketing

Learning Outcomes

Performance Marketing

On successful completion, students will be able to

- understand and apply the fundamentals of performance marketing.
- develop and apply a conversion-oriented online marketing tactic and strategy.
- design and monitor performance-based marketing efforts in search, social, mail and affiliate marketing.

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 Online & Social Media Marketing	All Master Programs in the Marketing & Communication field

Performance Marketing

Course Code: DLMGHPM01

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

Course Description

Performance marketing is about using online marketing tools to get measurable responses from users. In this course, the most common areas of online marketing will be introduced with a focus on their potential applications in performance marketing. In today's online marketing landscape search engine optimization, search engine advertising, social media, mail, and affiliate can be found in almost every online marketing mix. In this course students acquire basic knowledge of the above-mentioned areas, of their specifications and their use as performance marketing tools.

Course Outcomes

On successful completion, students will be able to

- understand and apply the fundamentals of performance marketing.
- develop and apply a conversion-oriented online marketing tactic and strategy.
- design and monitor performance-based marketing efforts in search, social, mail and affiliate marketing.

Contents

1. Performance Marketing Basics
    1.1 Performance Marketing as Part of the Marketing Mix
    1.2 Characteristics
    1.3 Instruments

2. Search Engine Optimization (SEO)
    2.1 Search Engine Optimization as Part of Performance Marketing
    2.2 Keywords - Research and Evaluation
    2.3 Onpage Optimization
    2.4 Offpage Optimization
    2.5 Measurement and Evaluation

3.   Search Engine Advertising (SEA)

    3.1   Search Engine Advertising as Part of Performance Marketing

    3.2   Google-Adwords

    3.3   Campaign and Conversion Optimization

    3.4   Ad Extensions

    3.5   Measurement and Evaluation

4.   Social Media Marketing

    4.1   Social Media Marketing as Part of Performance Marketing

    4.2   Social Networks and Platforms

    4.3   Influencer Marketing and Viral Marketing

    4.4   Ad Advertising on Social Media

    4.5   Measurement and Evaluation

5.   Affiliate-Marketing

    5.1   Affiliate Marketing as Part of Performance Marketing

    5.2   Participants

    5.3   Process

    5.4   Commission Models

    5.5   Measurement and Evaluation

6.   E-Mail-Marketing

    6.1   E-Mail-Marketing as Part of Performance Marketing

    6.2   Types of E-Mail-Marketing

    6.3   Permission Marketing

    6.4   Measurement and Evaluation

Literature

Compulsory Reading

Further Reading

- Chaffey, D., Ellis-Chadwick, F. (2019). Digital marketing [electronic resource]: (Seventh edition). Pearson.
- Ryan, D. (2017). Understanding digital marketing [electronic resource]: marketing strategies for engaging the digital generation (Fourth edition). Kogan Page.
- López López, D., & Martínez-López, F. J. (2021). Advances in Digital Marketing and eCommerce [electronic resource]: Second International Conference, 2021. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 150 h

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

Design, Lean and Game: Social and creative methods
Module Code: DLMOMDLG_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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Design, Lean and Game: Social and creative methods)

Contributing Courses to Module

- Design, Lean and Game: Social and creative methods (DLMOMDLG01_E)

Module Exam Type	
Module Exam	**Split Exam**
<u>Study Format: Distance Learning</u> Oral Assignment	
Weight of Module	
see curriculum	

Module Contents

- Agile working environments
- Business model innovation
- Design Thinking
- Lean Management
- Lean Startup
- Game Thinking
- Giving impact to customers (the crowd)

Learning Outcomes

Design, Lean and Game: Social and creative methods

On successful completion, students will be able to

- understand and analyze agile and innovative working environments.
- create agile and innovative working environments.
- evaluate and apply social and creative methods.
- evaluate and apply customer-oriented ways of thinking and working.
- build prototypes, work with toolkits and visualize processes.

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.

Design, Lean and Game: Social and creative methods

Course Code: DLMOMDLG01_E

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

Course Description

Design, Lean and Game. Three words that sound so different, but – when it comes to their application as methods – have commonalities. They all can be characterized as social, since they consist of team- and group-oriented ways of collaboration. Furthermore, they redefine companies' views on the customer as the customer becomes part of the process or even the core of the business model. All principles can be called creative, too. Either due to the fact that they imply a hands-on-mentality, like building a prototype or working with a toolkit, or because of the idea that processes and workflows should be visualized. When it comes to agile and innovative working environments, one of these principles is often implemented. That is why the course starts with an introduction to agility and business model innovation in general followed by specific sections on Design Thinking, Lean Management, Lean Startup and Game Thinking as one of the latest concepts. Moving from general to special and back to general, the course closes with a section on the impact of the crowd (and therefore the customers). Principles like Crowdfunding or Crowdsourcing give customers a huge impact on, for instance, funding or product design processes.

Course Outcomes

On successful completion, students will be able to

- understand and analyze agile and innovative working environments.
- create agile and innovative working environments.
- evaluate and apply social and creative methods.
- evaluate and apply customer-oriented ways of thinking and working.
- build prototypes, work with toolkits and visualize processes.

Contents

1. Agility
    1.1 Basics
    1.2 Dimensions
    1.3 Chances and risks

2.   Business Model Innovation

    2.1   Basics

    2.2   Value innovation

    2.3   Architectural innovation

    2.4   Profit model innovation

    2.5   Concepts and methods

3.   Design Thinking

    3.1   Development, requirements and principles

    3.2   Approaches

    3.3   Phases

    3.4   Techniques

    3.5   Best practice

4.   Lean Management

    4.1   Basics

    4.2   Approaches and forms of application

    4.3   Principles

    4.4   Methods

    4.5   Best practice

5.   Lean Startup

    5.1   Basics

    5.2   Minimum Viable Product (MVP)

    5.3   Build – messure – learn

    5.4   Best practice

6.   Game Thinking

    6.1   Basics – what is Game Thinking?

    6.2   Lessons from gaming

    6.3   Game Thinking – process phases

    6.4   Best practice

7.	The crowd
	7.1 Crowdfunding
	7.2 Crowdinvesting
	7.3 Crowdsourcing
	7.4 Crowdfarming
	7.5 Best Practice

Literature
Compulsory Reading
Further Reading
• Helmhold, M. (2020): Lean Management and Kaizen. Fundamentals From Cases and Examples in Operations and Supply Chain Management. Springer Nature, Cham.
• Kim, A. J. (2018): Game Thinking: Innovate smarter & drive deep engagement with design techniques from hit games. gamethinking.io, Burlingame.
• Ries, E. (2017): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Penguin, London.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

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
see curriculum	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®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

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

Study Format myStudies

Study Format myStudies	Course Type Case Study

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

Student Workload					
Self Study 110 h	Contact Hours 0 h	Tutorial 20 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

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

Web and Mobile Development

Module Code: DLMOMMM1_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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Web and Mobile Development)

Contributing Courses to Module

- Web and Mobile Development (DLMOMMM01_E)

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

Module Contents

- Introduction to web and mobile development
- Prototyping
- Web development
- Mobile development
- Web design
- Mobile design
- The web user
- The app user

Learning Outcomes

Web and Mobile Development

On successful completion, students will be able to

- understand and apply the basics of web and mobile development
- analyze and evaluate the potentials and limitations of web and mobile development
- apply web and app design basics
- understand the web and the app users and create corresponding web and mobile development strategies
- develop and create prototypes for web and app applications.

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

Web and Mobile Development

Course Code: DLMOMMM01_E

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

Course Description

Websites, mobile websites, apps – today internet users are always online. Correspondingly, web and mobile development is user-centered, so a good user experience needs to be guaranteed – on every platform and platform-independent at the same time. In this course students will gain basic knowledge on web and app development taking, for example, technical basics, design choices and user-centered development into consideration. The students will get a theoretical introduction to web and app programing. However, the practical focus will be on prototyping so that students will be able to design and build a framework for a web and app application.

Course Outcomes

On successful completion, students will be able to

- understand and apply the basics of web and mobile development
- analyze and evaluate the potentials and limitations of web and mobile development
- apply web and app design basics
- understand the web and the app users and create corresponding web and mobile development strategies
- develop and create prototypes for web and app applications.

Contents

1. Introduction to Web and Mobile Development
    1.1 Web development: definition, history and technical development
    1.2 Mobile development: definition, history and technical development
    1.3 The idea of prototyping

2. Prototyping
    2.1 Wireframes
    2.2 Mock-ups
    2.3 Interactive prototypes
    2.4 Web prototyping: programs and tools
    2.5 App prototyping: programs and tools

3.   Web development

    3.1   Technical basics for a website

    3.2   Basics of web programming: HTML, CSS, JavaScript, PHP, Testing

    3.3   Responsive, adaptive and liquid websites

    3.4   Content Management Systems: definition and examples

4.   Mobile development

    4.1   Mobile websites

    4.2   Native apps, web apps, hybrid apps, progressive web apps

    4.3   Android vs. iOS: standard controls, custom controls, custom components

    4.4   Cross-platform development

    4.5   App presentation in app stores: Apple App Store and Google Play

5.   Web design

    5.1   Moodboards

    5.2   Fonts

    5.3   Layouts

    5.4   Colours

    5.5   Tendencies and trends

6.   App design

    6.1   Moodboards

    6.2   Fonts

    6.3   Layouts

    6.4   Colours

    6.5   Tendencies and trends

7.   The web user

    7.1   Usability

    7.2   User Experience

    7.3   Accessibility

8.   The app user

    8.1   Usability

    8.2   User Experience

    8.3   User Research

    8.4   Interaction design and user-centered design

    8.5   Accessibility

Literature
Compulsory Reading
Further Reading ▪ Bähr, B. (2018): Prototyping of User Interfaces for Mobile Applications. Springer, Berlin (T-Labs Series in Telecommunication Services). ▪ Gasston, P. (2013): The Modern Web. Multi-Device Web Development with HTML5, CSS3, and JavaScript. No Starch Press, San Francisco. ▪ Lewis, S./Dunn, M. (2019): Native Mobile Development. A Cross-Reference for iOS and Android. O'Reilly, Sebastopol. ▪ Yablonski, J. (2020): Laws of UX. (URL: https://lawsofux.com/ [Retrieved: 23.11.2020]).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**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: Conversion Rate Optimization
Module Code: DLMGHPCRO

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Anne-Kristin Langner (Project: Conversion Rate Optimization)

Contributing Courses to Module
▪ Project: Conversion Rate Optimization (DLMGHPCRO01)

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

Module Contents
The conversion rate is one of the most important key figures today, especially for digital business models. That is why special attention must be paid to it. This module deals with goals and methods of conversion rate optimization (CRO).

Learning Outcomes	
Project: Conversion Rate Optimization	
On successful completion, students will be able to	
- create a CRO strategy. - define main objectives for CRO campaigns. - select and apply relevant methods for measuring CRO campaigns.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Marketing & Sales	**Links to other Study Programs of the University** All Master Programs in the Marketing & Communication field

Project: Conversion Rate Optimization

Course Code: DLMGHPCRO01

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

Course Description

CRO deals with measures that serve to increase sales or closing goals of a website. Increasing the conversion rate leads to more inquiries and/or sales and thus more customers and revenue. This course is about how to increase the conversion rate, especially by implementing a CRO strategy, defining different CRO goals as well as applying different methods to measure CRO campaigns.

Course Outcomes

On successful completion, students will be able to

- create a CRO strategy.
- define main objectives for CRO campaigns.
- select and apply relevant methods for measuring CRO campaigns.

Contents

- CRO not only targets to increase leads or sales, but also other metrics aimed at efficiency, such as registering for the newsletter or a community, or consuming provided videos or information. Optimization thus contributes positively to the user experience of visitors, which is visibly reflected in rankings and related click prices, and ultimately leads and sales. This course therefore focuses on various CRO measures, in particular landing page optimization, mobile optimization, content optimization, layout and shopping cart.

Literature

Compulsory Reading

Further Reading

- Appelo, J. (2019). Startup, Scaleup, Screwup : 42 Tools to Accelerate Lean and Agile Business Growth. Wiley.
- Szalek, K., & Borzemski, L. (2019). Conversion Rate Gain with Web Performance Optimization. A Case Study (Vol. 852). Springer International Publishing.
- Zimmermann, R., & Auinger, A. (2022). Developing a conversion rate optimization framework for digital retailers—case study. Journal of Marketing Analytics, 1–11.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 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: Growth Hack Development
Module Code: DLMGHPGHD

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Thomas Bolz (Project: Growth Hack Development)

Contributing Courses to Module
▪ Project: Growth Hack Development (DLMGHPGHD01)

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

Module Contents
Successful growth hacks are based on the specific situation and the business model of a company. This course is about the development of growth hacks based on different cases and the implementation of growth hacks from the IT perspective.

Learning Outcomes	
Project: Growth Hack Development	
On successful completion, students will be able to	
▪ apply growth hacks to specific situations. ▪ comprehend marketing and IT perspective on growth hacking. ▪ understand technical complexity of a growth hack.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Marketing & Sales	**Links to other Study Programs of the University** All Master Programs in the Marketing & Communication field

Project: Growth Hack Development

Course Code: DLMGHPGHD01

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

Course Description

Growth hacking is an interdisciplinary field of activity and above all requires collaboration from IT, marketing, and product management. Not only the planning of a growth hack but also its technical implementation must be ensured. In this course, growth hacks are to be developed based on a given initial situation of a company and evaluated from an IT perspective.

Course Outcomes

On successful completion, students will be able to

- apply growth hacks to specific situations.
- comprehend marketing and IT perspective on growth hacking.
- understand technical complexity of a growth hack.

Contents

- As part of the project growth hack development, students demonstrate their knowledge as well as the skills and competencies to successfully develop a growth hack based on a specific situation from an IT perspective. By applying different methods for the development of the growth hack, the technical complexity as well as effort drivers are also evaluated. Against this background, students integrate their knowledge in growth hacking and ensure the implementation from the position of an IT expert.

Literature

Compulsory Reading

Further Reading

- Appelo, J. (2019). Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean and Agile Business Growth. Wiley.
- Ellis, S. & Brown, M. (2017) Hacking Growth, How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business New York.
- Szalek, K., & Borzemski, L. (2019). Conversion Rate Gain with Web Performance Optimization. A Case Study (Vol. 852). Springer International Publishing.
- Zimmermann, R., & Auinger, A. (2022). Developing a conversion rate optimization framework for digital retailers—case study. Journal of Marketing Analytics, 1–11.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

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

Student Workload					
Self Study 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 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

User Interface and Experience

Module Code: DLMAIEUIUX1

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Adelka Niels (User Interface and Experience)

Contributing Courses to Module

- User Interface and Experience (DLMAIEUIUX01)

Module Exam Type

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

Module Contents

- 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

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.

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 Data Science & Artificial Intelligence	All Master Programmes 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

DLMAIEUIUX01

Seminar: Previous and Current Growth Hacks
Module Code: DLMGHSPCGH

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Georg Bouché (Seminar: Previous and Current Growth Hacks)

Contributing Courses to Module

- Seminar: Previous and Current Growth Hacks (DLMGHSPCGH01)

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

Module Contents

Companies like Dropbox, Hotmail, Tinder, Square and many more serve as examples of how Growth Hacking has been successfully put into practice. Global players like Amazon or LinkedIn continuously develop Growth Hacking techniques to outperform the market. Their tricks and hacks are useful for future growth hackers.

Learning Outcomes

Seminar: Previous and Current Growth Hacks

On successful completion, students will be able to

- broaden their knowledge about the origins of the first Growth Hacks applied.
- get to know current trends and methods of Growth Hacking.
- get deep insights into the following companies which serve as excellent examples: Dropbox, Hotmail, Tinder, Square, Airbnb, LinkedIn, Amazon etc.
- comprehend marketing and IT perspective on Growth Hacking.
- used and transfer growth hacks due to case studies that perfectly serve as a great basis.

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 Online & Social Media Marketing.	All Master Programs in the Marketing & Communication field.

Seminar: Previous and Current Growth Hacks

Course Code: DLMGHSPCGH01

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

Course Description

Companies like Dropbox, Hotmail, Tinder, Square and many more serve as examples of how Growth hacking has been successfully used and carried out. This course shows how these companies used growth hacking many years ago and how companies such as Amazon or LinkedIn are successfully using Growth Hacking techniques even today.

Course Outcomes

On successful completion, students will be able to

- broaden their knowledge about the origins of the first Growth Hacks applied.
- get to know current trends and methods of Growth Hacking.
- get deep insights into the following companies which serve as excellent examples: Dropbox, Hotmail, Tinder, Square, Airbnb, LinkedIn, Amazon etc.
- comprehend marketing and IT perspective on Growth Hacking.
- used and transfer growth hacks due to case studies that perfectly serve as a great basis.

Contents

- The aim of the course is to learn Growth Hacking from well-known companies, such as global players but also startups. The methods and techniques of Growth Hacking which have been applied by companies like Dropbox, Tinder, Hotmail, but also One-Dollar-Shave or the airline JetBlue serve as perfect examples of previous Growth Hacks. What do these companies do to increase their brand awareness and their sales turnover without having to rely on conventional advertising? LinkedIn and Amazon help to understand, how some growth hacks can be quite simple and also sophisticated at the same time. The students will research typical Growth Hacks.

Literature
Compulsory Reading
Further Reading ▪ Agrawal, P. & Chaubey, R. (2019). The Growth Hacking Book: Most Guarded Growth Marketing Secrets the Silicon Valley Giants Don't Want You To Know. Growth Media AI. ▪ Agrawal, P., Chaubey, R. & Goval, S. (2021). The Growth Hacking Book 2: 100 Proven Hacks for Business and Startup Success in the New Decade. Growth Media AI. ▪ Ellis, S. & Brown, M. (2017). Hacking Growth, How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, New York. ▪ Holiday, R. (2014). Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising. Penguin Group, New York. ▪ Sabry, N. (2020) Ready Set Growth Hack – A Beginner's Guide to Growth Hacking Success. Printed by Sabry, N.

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

DLMGHSPCGH01

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
see curriculum	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

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

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
see curriculum	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

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.
- Gad, T. (2001): 4-D Branding. Cracking the Corporate Code of the Network Economy. Financial Times/Prentice Hall, London.
- Gelder, S. v. (2003): Global Brand Strategy. Unlocking Brand Potential Across Countries, Cultures and Markets. Kogan Page, London.
- Gregory, J. R./Weichmann, J. G. (2001): Branding Across Borders. A Guide to Global Brand Marketing. McGraw-Hill, New York.
- Harvard Business School Press (Hrsg.) (1999): Harvard Business Review on Brand Management. Boston.
- Keller, K. L. (2003): Best Practice Cases in Branding. Lessons from the World's Strongest Brands. Pearson, Upper Saddle River (NJ).
- 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.
- Mudambi, S. (2002): Branding importance in business-to-business markets. Three buyer clusters. In: Industrial Marketing Management, 31. Jg., Heft 6, S. 525–533.
- 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®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

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 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

Social Media Models and Creation
Module Code: DLMGHESMMC

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.N. (Digital Social Media Business Models) / Prof. Dr. Anne Kristin Langner (Social Media Creation: Audio, Video/Motion, Text)

Contributing Courses to Module
▪ Digital Social Media Business Models (DLMGHESMMC01) ▪ Social Media Creation: Audio, Video/Motion, Text (DLMMKSMC01)

Module Exam Type	
Module Exam	**Split Exam**
	Digital Social Media Business Models
	• Study Format "Distance Learning": Exam or Written Assessment: Written Assignment, 90 Minutes
	Social Media Creation: Audio, Video/Motion, Text
	• Study Format "Distance Learning": Oral Assignment
Weight of Module see curriculum	

Module Contents

Digital Social Media Business Models

- Innovation management and business model definitions
- Digital business models: definition and elements
- Success factors and strategy
- Social media business models
- Social commerce & social selling
- Social media business cases

Social Media Creation: Audio, Video/Motion, Text

- Social Media Creation: The Power of Social Media Storytelling
- Creating Compelling Text Content
- Strong Visuals and How to Communicate via Associations
- Video: Mini-Movies for Maximal Emotional Engagement
- Audio & Podcasts: Next Level Content
- Online, Offline and Crossmedial Campaigns & Storytelling

Learning Outcomes

Digital Social Media Business Models

On successful completion, students will be able to

- reproduce the history and framework conditions of digital business models.
- be able to comprehend the basic features of innovation management.
- define and analyse social media business models.
- understand and evaluate social media business cases.

Social Media Creation: Audio, Video/Motion, Text

On successful completion, students will be able to

- create engaging content for various Social Media use-cases using theoretical frameworks.
- apply the principles of successful storytelling to all major content categories.
- create and work with different content formats like text, pictures, video and audio.
- know and work with the differences between online and offline content creation.

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 Online & Social Media Marketing	All Master Programs in the Marketing & Communication field

Digital Social Media Business Models

Course Code: DLMGHESMMC01

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

Course Description

Many companies still interpret social media as an extension of their communication efforts into the social web. This overlooks the fact that the channels are not only capable of boosting or changing a company's own business model, but even enable completely new models. This course addresses the question of how the full potential of social media can be used for a business model.

Course Outcomes

On successful completion, students will be able to

- reproduce the history and framework conditions of digital business models.
- be able to comprehend the basic features of innovation management.
- define and analyse social media business models.
- understand and evaluate social media business cases.

Contents

1. Innovation Management and Business Model Definitions
    1.1 Basic Terms of Innovation Management and Connection with Digital Business Models
    1.2 Business Models: Genesis - Definition - Relation to Innovation
    1.3 Specifics of Digital Business Models Compared to Traditional Business Models

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. Success Factors and Strategy
    3.1 Success Factors
    3.2 Digital Strategy
    3.3 Digital Transformation

4.   Social Media Business Models

    4.1   Social Media Platforms

    4.2   Social Media as a Private Person

    4.3   Social Media as a Company

5.   Social Commerce & Social Selling

    5.1   Social Commerce

    5.2   Social Selling

6.   Social Media Business Cases

    6.1   Social Commerce

    6.2   Social Selling

    6.3   Social Blogging

    6.4   Social Communication

    6.5   Other Business Cases

Literature
Compulsory Reading
Further Reading

- Boardman, R., Henninger, C. E., Blazquez, M., & Ryding, D. (2019). Social Commerce [electronic resource]: Consumer Behaviour in Online Environments. Palgrave Macmillan.
- Roberts, M. L., Bormann, N. F., Barker, D., Zahay, D. L., & Barker, M. S. (2016). Social media marketing. a strategic approach (Second edition.). South-Western.
- Weill, P., & Woerner, S. L. (2018). What's Your Digital Business Model? [electronic resource]: Six Questions to Help You Build the Next-Generation Enterprise. Harvard Business Review Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Social Media Creation: Audio, Video/Motion, Text

Course Code: DLMMKSMC01

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

Course Description

Social Media plays an ever-growing role in Online Marketing. Being able to create successful content repeatedly and consistently is vital. In order to reach and engage the desired target groups, content creation needs to follow the guiding principles of storytelling. Social Media Content Creation encompasses not only text, but also strong visual content like pictures and infographics as well as video. Newer formats like podcasts complement the portfolio.

Course Outcomes

On successful completion, students will be able to

- create engaging content for various Social Media use-cases using theoretical frameworks.
- apply the principles of successful storytelling to all major content categories.
- create and work with different content formats like text, pictures, video and audio.
- know and work with the differences between online and offline content creation.

Contents

1. Social Media Creation: The Power of Social Media Storytelling
    1.1 Basic Storytelling Know How: How to Create Engaging Content
    1.2 Basics of Visual and Editorial Communication

2. Creating Compelling Text Content
    2.1 Writing Skills for Online Publishing
    2.2 Form Follows Function: How to Adapt to Specific Use Cases (Blogs & Microblogs)

3. Strong Visuals and How to Communicate via Associations
    3.1 Introduction into Visual Storytelling
    3.2 The Power of Pictures: Composition & Editing
    3.3 Visualisations, Infografics and Diagrams
    3.4 Best Cases B2B and B2C

Literature

Compulsory Reading

Further Reading

- Content Marketing Institute (2021). 3 Video Content Takeaways From Salesforce, TikTok, and Facebook. (URL: https://contentmarketinginstitute.com/2021/08/salesforce-facebook-tiktok-content-examples/ [Retrieved: 07.02.2022]).
- Handley, A. (2014). Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content. Wiley.
- Harris, Jodi. (2020). How to Create Visual Content That's Worth a Thousand Shares. Content Marketing Institute. (URL: https://contentmarketinginstitute.com/2020/03/visual-content-best-practices-examples/ [Retrieved: 07.02.2022]).
- Santo, Alexander. (2021). 8 Types of Podcasts: The Complete Guide to Audio content Marketing (Infographic). Brafton. (URL: https://www.brafton.com/blog/video-marketing/types-of-podcasts/ [Retrieved: 07.02.2022]).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 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
see curriculum	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

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

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

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
see curriculum	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®
☐ Course Book
☐ Vodcast
☐ Shortcast
☐ Audio
☐ Exam Template

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

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	

SEA and Social Media Marketing
Module Code: DLMOMSSMM_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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Susanne O'Gorman (SEA and Social Media Marketing) / Prof. Dr. Susanne O'Gorman (Project: Paid Media)

Contributing Courses to Module

- SEA and Social Media Marketing (DLMOMSSMM01_E)
- Project: Paid Media (DLMOMSSMM02_E)

Module Exam Type	
Module Exam	**Split Exam**
	SEA and Social Media Marketing
	• Study Format "Distance Learning": Exam, 90 Minutes
	Project: Paid Media
	• Study Format "Distance Learning": Portfolio
Weight of Module see curriculum	

Module Contents

SEA and Social Media Marketing

- Introduction to paid media
- The digital marketing plan
- Search Engine Advertising (SEA)
- Social Media Marketing
- Video Marketing as a part of Google and Social Media

Project: Paid Media

This module deals with Search Engine Advertising, Social Media Marketing with its paid advertising formats and other types of paid media.

Learning Outcomes

SEA and Social Media Marketing

On successful completion, students will be able to

- understand and apply the basics of paid media
- analyze and evaluate the role of SEA and Social Media Marketing in the digital marketing planning
- understand and evaluate the potential of video ads and Influencer Marketing
- develop and apply a SEA- and/or social-media-oriented Online Marketing tactic and strategy
- create SEA and Social Media Marketing Campaigns
- monitor, control and track the performance and the success of SEA and Social Media Marketing.

Project: Paid Media

On successful completion, students will be able to

- understand and apply the different types of paid media
- understand the role of paid media in the Marketing Mix and outline the differences to organic traffic
- evaluate the potential and limitations of paid advertising
- relate paid advertising instruments to marketing goals
- specifically address target groups with paid media measures
- create, set up and evaluate paid advertising campaigns.

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

SEA and Social Media Marketing

Course Code: DLMOMSSMM01_E

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

Course Description

Paid media is the collective term for all paid communication methods, be it Google ads, Facebook ads or an Influencer Marketing Campaign the influencer is paid for. Companies use paid media to boost their own reach through using the reach of other platforms, media or third parties. In this course the focus is on Search Engine Advertising and Social Media Marketing as two platforms for paid media campaigns. Further, Video Marketing as well as Influencer Marketing and their advertising possibilities will be discussed as they can be part of a Social Media Marketing Campaign. Since YouTube is a part of Google and the Google display network, the potential of YouTube ads will be discussed as well. In this course students will gain basic knowledge in the mentioned fields. They will be able to evaluate the potential of SEA and Social Media Marketing and to strategically and tactically integrate such campaigns in the Online Marketing Mix.

Course Outcomes

On successful completion, students will be able to

- understand and apply the basics of paid media
- analyze and evaluate the role of SEA and Social Media Marketing in the digital marketing planning
- understand and evaluate the potential of video ads and Influencer Marketing
- develop and apply a SEA- and/or social-media-oriented Online Marketing tactic and strategy
- create SEA and Social Media Marketing Campaigns
- monitor, control and track the performance and the success of SEA and Social Media Marketing.

Contents

1. Introduction to paid media
    1.1 Push vs. pull communication
    1.2 Owned, earned and paid media
    1.3 Paid media types
    1.4 Paid media: chances and limitations

2. The digital marketing plan

    2.1   Introduction to digital marketing planning

    2.2   The SOSTAC-Model

    2.3   The role of SEA in the digital marketing planning

    2.4   The role of Social Media Marketing in the digital marketing planning

    2.5   The role of Video Marketing in the digital marketing planning

3. Search Engine Advertising (SEA)

    3.1   Keyword Advertising

    3.2   Display Advertising and ad extensions

    3.3   Market development and provider structure in Germany

    3.4   Google Ads

    3.5   Campaign evaluation and optimization

4. Social Media Marketing

    4.1   Facebook and Instagram ads: Facebook business manager, set-up, campaign types, targeting, formats

    4.2   Pinterest: set-up, campaign types, targeting, formats

    4.3   Twitter: set-up, campaign types, targeting, formats

    4.4   XING: set-up, campaign types, targeting, formats

    4.5   LinkedIn: set-up, campaign types, targeting, formats

5. Video Marketing and Influencer Marketing

    5.1   Video Marketing – definition and development

    5.2   Video ads in Social Media Marketing

    5.3   YouTube video ads as a part of the Google network

    5.4   Influencer Marketing – definition and development

    5.5   Influencer Marketing as a part of Social Media Marketing

Literature
Compulsory Reading
Further Reading - Butow, E. et al. (2020): Ultimate Guide to Social Media Marketing. Entrepreneur Press, Irvine. - Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York. - Grabs, A. et Al. (2018): Follow Me! Erfolgreiches Social Media Marketing mit Facebook, Instagram, Pinterest und Co. 5. Auflage, Rheinwerk, Bonn. - Lammenett, E. (2019): Praxiswissen Online Marketing. Affiliate-, Influencer-, Content- und E-Mail-Marketing, Google Ads, SEO, Social Media, Online- inklusive Facebook-Werbung. 7. Auflage, Springer Gabler, Wiesbaden. - Pelzer, G./Gerigk, D. (2020): Google Ad. Das umfassende Handbuch. 3. Auflage, Rheinwerk, Bonn.

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: Paid Media

Course Code: DLMOMSSMM02_E

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

Course Description

Direct search ads, native ads, social ads or display ads – there are several forms of paid media that can be used within the Online Marketing Mix. In contrary to organic traffic - this refers to the results of unpaid measures, like Search Engine Optimization - paid advertising includes all measures of paid communication. Companies participate in Google Ads Auctions to "buy" new customers, they roll out social ads to gain attention or they pay influencers to strengthen the trust in their products or services. In this course students will learn about chances and limitations of the most common paid media forms: Which paid media types fit to which marketing goals? How to address target groups through paid advertising and which paid media type fits to which target group? How can the success of a paid advertising campaign be measured?

Course Outcomes

On successful completion, students will be able to

- understand and apply the different types of paid media
- understand the role of paid media in the Marketing Mix and outline the differences to organic traffic
- evaluate the potential and limitations of paid advertising
- relate paid advertising instruments to marketing goals
- specifically address target groups with paid media measures
- create, set up and evaluate paid advertising campaigns.

Contents

- Paid media has the advantages that you have control about the content that should be published, where it is published, at which time and in which format. However, as advertising needs to be marked as such, there is often a lack of trust in the content that is communicated. This course deals with both advantages and disadvantages. To begin with, the students learn about common paid media forms, like direct search ads, display ads, native ads or social ads and about how to integrate them in an Online Marketing Campaign. To give an example: Whereas native ads need an extensive set up, but help to gain the user's attention and trust, display ads are often used as remarketing tools. The students learn which paid media form addresses the desired target group best so that they will be able to set up their own paid media campaign. Part of the portfolio is the development of an own product, which could be the set-up of a Social Media Campaign consisting of paid advertising forms, a Google ads campaign to gain new customers, or a mixture of paid media formats, for

instance a Google ads campaign combined with paid media on mobile platforms. Further, the students are supposed to illustrate their procedure and development steps. Besides the conception and the work-in-progress documentation, the students should reflect on and finalize the product. The result should be a paid media campaign that is specific, measurable, achievable, reasonable and time-bounded.

Literature
Compulsory Reading
Further Reading

- Burlin, J. (2020): Win Paid Advertising. The Unconventional Marketer. N. p.
- The Art of Service (2020): Paid Social Media Strategies. A Complete Guide – 2021 Edition. N. p.
- Yakob, F. (2015): Paid Attention: Innovative Advertising for a Digital World. Kogan Page, London.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

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

Big Data Applications

Module Code: DLMITEBDA

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Max Pumperla (Big Data Technologies) / Dr. Hamzeh Alavirad (Data Utilization)

Contributing Courses to Module
▪ Big Data Technologies (DLMDSBDT01)   ▪ Data Utilization (DLMBBD01)

Module Exam Type	
Module Exam	**Split Exam**
	Big Data Technologies
	• Study Format "myStudies": Oral Assignment
	• Study Format "Distance Learning": Oral Assignment
	Data Utilization
	• Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Big Data Technologies

- Data types and data sources
- Databases
- Modern storage frameworks
- Data formats
- Distributed computing

Data Utilization

- Pattern recognition
- Natural language processing
- Image recognition
- Detection and sensing
- Problem-solving
- Decision-making

Learning Outcomes

Big Data Technologies

On successful completion, students will be able to

- identify different types and sources of data.
- understand different database concepts.
- learn to build new database structures.
- evaluate various data storage frameworks w.r.t. project requirements.
- analyze which data format to use for a given project.
- understand what roles you could take in such projects.
- create a distributed computing environment for a given project.
- understand the ethical impact of big data technology choices.

Data Utilization

On successful completion, students will be able to

- understand how identity, similarity, and diversity of data can be utilized in problem-solving approaches.
- differentiate between complicated and complex systems of investigation.
- identify the variability of a problem under investigation.
- distinguish between invariant and dynamic features of an investigated system.
- synthesize gained insights to propose a reliable data analytics solution.
- apply different approaches for acquiring and using a knowledge management system.

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 Data Science & Artificial Intelligence	All Master Programmes in the IT & Technology field

Big Data Technologies

Course Code: DLMDSBDT01

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

Course Description

Data are often considered the "new oil", the raw material from which value is created. To harness the power of data, the data need to be stored and processed on a technical level. This course introduces the four "Vs" of data, as well as typical data sources and types. This course then discusses how data are stored in databases. Particular focus is given to database structures and different types of databases, e.g., relational, noSQL, NewSQL, and time-series.Beyond classical and modern databases, this course covers a wide range of storage frameworks such as distributed filesystems, streaming, and query frameworks. This is complemented by a detailed discussion of data storage formats ranging from classical approaches such as CSV and HDF5 to more modern approaches like Apache Arrow and Parquet.Finally, this course gives an overview of distributed computing environments based on local clusters, cloud computing facilities, and container-based approaches.

Course Outcomes

On successful completion, students will be able to

- identify different types and sources of data.
- understand different database concepts.
- learn to build new database structures.
- evaluate various data storage frameworks w.r.t. project requirements.
- analyze which data format to use for a given project.
- understand what roles you could take in such projects.
- create a distributed computing environment for a given project.
- understand the ethical impact of big data technology choices.

Contents

1. Data Types and Data Sources
   1.1 The 4Vs of data: volume, velocity, variety, veracity
   1.2 Data sources
   1.3 Data types

2.   Databases

    2.1   Database structures

    2.2   Introduction to SQL

    2.3   Relational databases

    2.4   nonSQL, NewSQL databases

    2.5   Timeseries DB

3.   Modern data storage frameworks

    3.1   Distributed Filesystems

    3.2   Streaming frameworks

    3.3   Query frameworks

4.   Data formats

    4.1   Traditional data exchange formats

    4.2   Apache Arrow

    4.3   Apache Parquet

5.   Distributed Computing

    5.1   Cluster-based approaches

    5.2   Containers

    5.3   Cloud-based approaches

Literature
Compulsory Reading
Further Reading
▪ Date, C. J. (2003). An introduction to database systems. Pearson. ▪ Kleppmann, M. (2017). Designing data-intensive applications. O'Reilly. ▪ Wiese, L. (2015). Advanced data management. De Gruyter.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

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

Student Workload					
Self Study	**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 Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**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

Data Utilization

Course Code: DLMBBD01

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

Course Description

The course Data Utilization introduces case-based applications that take advantage of regularities and patterns found within continuously generated texts, images, or sensor data. The cases solve issues of pattern recognition, natural language processing, image recognition, detection and sensing, problem-solving, and decision support. The cases are related to the application fields of cybersecurity, linguistics, augmented reality, intelligent transportation, problem-solving, and decision support.

Course Outcomes

On successful completion, students will be able to

- understand how identity, similarity, and diversity of data can be utilized in problem-solving approaches.
- differentiate between complicated and complex systems of investigation.
- identify the variability of a problem under investigation.
- distinguish between invariant and dynamic features of an investigated system.
- synthesize gained insights to propose a reliable data analytics solution.
- apply different approaches for acquiring and using a knowledge management system.

Contents

1. Introduction
    1.1   The Meaning of Identity, Similarity, and Diversity
    1.2   Data Patterns and Ontologies

2. Pattern Recognition
    2.1   Analysis of User Interaction, Attitude, and Behavior
    2.2   Predictive Analytics
    2.3   Preventing the Unknown: User Behavior Analytics in Cybersecurity

3. Natural Language Processing
    3.1   Concepts of Natural Language
    3.2   Speech Recognition and Acoustic Modeling
    3.3   Discerning the Meaning: Linguistics and Social Media

4. Image Recognition

    4.1   Basics of Image Representation

    4.2   Integral Transforms and Compression

    4.3   Exploiting the Visual: Image Recognition for Augmented Reality

5. Detection and Sensing

    5.1   Sensor Construction and Techniques

    5.2   Intelligent Agents and Surveillance

    5.3   Managing the Complex: Sensor Networks in Intelligent Transportation Systems

6. Problem-solving

    6.1   Knowledge Sharing and the Cloud

    6.2   Rule-based Systems

    6.3   Learning from Nature: Expert Systems in Business

7. Decision Support

    7.1   Invariants, Determinants, and Alternatives in Decision-making

    7.2   Correlation and Causality in Strategic Decision-making

    7.3   Approaching the Crossroads: Dashboards and Visualization

8. Data Security and Data Protection

    8.1   Securing Data Storage and Processing Infrastructure Against Unauthorized Access

    8.2   Compliance and Regulations, GPDR

Literature

Compulsory Reading

Further Reading

- Bajcsy, P., Chalfoun, J., & Simon, M. (2017). Web microanalysis of big image data. Berlin:Springer. (Database: ProQuest).
- Delen, D. (2015). Real-world data mining: Applied business analytics and decision making. NewYork, NY: Pearson.
- Farzindar, A., Inkpen, D., & Hirst, G. (2017). Natural language processing for social media (2nd ed.).San Rafael, CA: Morgan & Claypool Publishers. (Database: ProQuest).
- Hsu, H., Chang, C., & Hsu, C. (Eds.). (2017). Big data analytics for sensor-network collectedintelligence. Cambridge, MA: Academic Press. (Database: ProQuest).
- Pearl, J., & Mackenzie, D. (2018). The book of why: The new science of cause and effect. New York,NY: Basic Books.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

DLMBBD01

Communitymanagement and Online Communication
Module Code: DLMDIMECOC

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Brigitte Huber (Community Management) / Prof. Dr. Brigitte Huber (Seminar: The Dark Side of Online Communication)

Contributing Courses to Module
▪ Community Management (DLMMMCM01) ▪ Seminar: The Dark Side of Online Communication (DLMMMSDSM01)

Module Exam Type	
Module Exam	**Split Exam**
	Community Management
	• Study Format "Distance Learning": Oral Assignment
	Seminar: The Dark Side of Online Communication
	• Study Format "Distance Learning": Written Assessment: Research Essay
Weight of Module	
see curriculum	

Module Contents

Community Management

- Basics of Community Management
- Types of Communities
- Moderation
- Social Media Governance
- Branded Communities
- Social Media Monitoring

Seminar: The Dark Side of Online Communication

This course deals with the dark side of online communication and examines several risks and critical aspects. Aspects included are, for instance, platform dependency, post-factual communication, or data black boxing.

Learning Outcomes

Community Management

On successful completion, students will be able to

- define the concept of communities and will also be able to name and distinguish types of communities.
- name types of communities and classify them in the social media context.
- understand social media governance.
- understand and evaluate the influence of communities and be able to derive patterns from this.
- understand and optimize the moderation processes.
- deal with and manage conflicts.

Seminar: The Dark Side of Online Communication

On successful completion, students will be able to

- explain how the dark side of online communication could look like.
- critically examine the chances and particularly the risks of online communication.
- assess the negative effects of online communication on society.
- independently conduct research on the dark side of online communication and evaluate current developments.

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 Online & Social Media Marketing	All Master Programs in the Marketing & Communication field

Community Management

Course Code: DLMMMCM01

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

Course Description

Communities are built both on and offline, in social networks or on the company's own platforms, and are aimed at both internal and external target groups. Community Management is defined as the process of building and growing the community as well as facilitating the interaction and dialogue between the participating people and the organization. Challenges are posed by non-verbal communication and the reaction to crises and trolls. By building better customer relationships, collaboratively developing new products, and providing support in times of crisis, companies with good community management develop a real competitive advantage.

Course Outcomes

On successful completion, students will be able to

- define the concept of communities and will also be able to name and distinguish types of communities.
- name types of communities and classify them in the social media context.
- understand social media governance.
- understand and evaluate the influence of communities and be able to derive patterns from this.
- understand and optimize the moderation processes.
- deal with and manage conflicts.

Contents

1. Basics of Community Management
    1.1 Definiton of a Community
    1.2 Definition of Community Management
    1.3 The Role of a Community Manager

2. Types of Communities
    2.1 Social Media Communities
    2.2 On Domain Communities
    2.3 Internal vs. External Communities
    2.4 Branded Communities
    2.5 Support Communities

Literature
Compulsory Reading
Further Reading
▪ Bacon, J. (2019). People Powered: How Communities Can Supercharge Your Business, Brand, and Teams. HarperCollins Focus. ▪ Jones C.M. & Vogl C.H (2020). Building Brand Communities: How organizations succeed by creating belonging. Berret-Koehler Publishers, Oakland. ▪ Kraut, R. & Resnick P. (2011). Building Successful Online Communities. Evidence-Based Social Design. The MIT Press, Massachusetts. ▪ Millington, R. (2012). Buzzing Communities. How to Build Bigger, Better, and More Active Communities. Amazon Distibutions. ▪ Millington, R. (2018). The Indispensable Community. Why some brand communities thrive when others perish. FeverBee. ▪ Millington, R. (2021). Build Your Community: How to turn Customers, Members and Audiences into a Powerful Online Community. Pearson Business, Harlow. ▪ Spinks D. (2021). The Business Of Belonging. Wiley, New Jersey. ▪ Staal P. & Wagenaar K. (2020). Organising communities: Identifying Connecting and Facilitating. Self Published.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**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: The Dark Side of Online Communication

Course Code: DLMMMSDSM01

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

Course Description

Almost everyone uses online communication. Be it WhatsApp for private communication, facebook for professional marketing communication, or Instagram for visual storytelling. However, there is often a lack of consciousness and/or trust when it comes to the use of the data through the platforms. Cambridge Analytica is a prominent example in this case. Online communication is not automatically placed on the sunny side. We have to deal with data black boxing, blurring borders between our digital private and public life, dependency on the algorithms of the Meta universe or fake news. This seminar highlights the dark side of online communication. Aspects like the power of platforms, censorship, abstract algorithms or post-factual communication are critically examined.

Course Outcomes

On successful completion, students will be able to

- explain how the dark side of online communication could look like.
- critically examine the chances and particularly the risks of online communication.
- assess the negative effects of online communication on society.
- independently conduct research on the dark side of online communication and evaluate current developments.

Contents

- Gaining a critical view on the field of online communication, helps change or stabilizing a perspective and to deal with the topic in a professional way. Students are supposed to take a critical perspective on online communication, to take a look on current developments and to contextualize the topic scientifically. As the field of online communication is huge, students are supposed to have a general as well as specific view and do research on a subdiscipline of the dark side of online communication. Possible topics are, for example: post-factual communication, the power of platforms, censorship, dependency on algorithms, the impact of big data on communication and perception, or the negative impact on society (e. g. addiction, change of communication for the worse, lack of data consciousness). To start with, a neutral view on online communication and the examination of general characteristics is obligatory. This is the common ground for every argumentation, as no technology is per se good or bad in its quality and a general understanding is necessary to professionally classify online communication as light or dark.

Literature
Compulsory Reading
Further Reading

- Acs, Z., Song, A. K., Szerb, L., Audretsch, D. B., Komlósi, E. (2021). The evolution of the global digital plattform economy: 1971-2021. Small Business Economics 57(4), pp. 1629-1659.
- Boldyreva, E., Grishina, N. Y., Duisembina, Y. (2018). Cambridge Analytica: Ethics and Online Manipulation With Decision-Making Process. The European Proceedings of Social & Behavioral Sciences 51(1), pp. 91-102.
- Cretu, I.-N. (2021). Characteristics of Online Communication. Advantages and Limitations. Saeculum 52(2), pp. 39-44.
- Hameleers, M. (2021). Populist Disinformation in Fragmented Information Settings. Understanding the Nature and Persuasiveness of Populist and Post-factual Communication. Routledge.
- Matei, S. A., Russell, M. G., Bertino, E. (2015) (ed.). Transparency in Social Media. Tools, Methods and Algortihms for Mediating Online Interactions. Springer.
- Ohlhorst, F. (2013). Big Data Analytics. Turning Big Data into Big Money. John Wiley & Sons.

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

DLMMMSDSM01

International Marketing and Marketing Controlling

Module Code: DLMGHEIMMC

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Josephine Zhou-Brock (International Marketing) / Prof. Dr. Adrienne Steffen (Advanced Marketing Controlling)

Contributing Courses to Module

- International Marketing (DLMMARE01)
- Advanced Marketing Controlling (DLMMAAMC01_E)

Module Exam Type	
Module Exam	**Split Exam**
	<u>International Marketing</u>
	• Study Format "Distance Learning": Exam, 90 Minutes
	• Study Format "myStudies": Exam, 90 Minutes
	<u>Advanced Marketing Controlling</u>
	• Study Format "Distance Learning": Exam, 90 Minutes
	• Study Format "myStudies": Exam, 90 Minutes
Weight of Module	
see curriculum	

Module Contents

International Marketing

- 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

Advanced Marketing Controlling

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

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.

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 Marketing & Sales and Planning & Controlling	All Master Programs in the Marketing & Communication and Business & Management fields

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

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

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

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

Innovation and Sales

Module Code: DLMGHEIAS

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Georg Berkel (Innovation and Entrepreneurship) / Caterina Fox (Sales and Pricing)

Contributing Courses to Module
▪ Innovation and Entrepreneurship (DLMBIE01-01) ▪ Sales and Pricing (DLMBSPBE02)

Module Exam Type	
Module Exam	**Split Exam**
	Innovation and Entrepreneurship
	• Study Format "myStudies": Exam, 90 Minutes
	• Study Format "Distance Learning": Exam, 90 Minutes
	Sales and Pricing
	• Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module see curriculum	

Module Contents

Innovation and Entrepreneurship

- Innovation management and entrepreneurship in a globalized world
- Basics of entrepreneurship
- Business ideas and company foundations
- Financing sources and processes
- Internet, digital business, and artificial intelligence
- Strategic alliances
- Family-owned companies

Sales and Pricing

Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management. The course will allow students to understanding the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization. The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.

Learning Outcomes

Innovation and Entrepreneurship

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

Sales and Pricing

On successful completion, students will be able to

- identify the key-success factors for modern sales organizations.
- describe the relationship between segmentation and the design of an appropriate sales organization.
- execute respective analyses and apply improvement levers.
- demonstrate the use of the tool-boxes for the respective optimization levers.
- identify major characteristics of a high-performance sales organization.
- conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers.
- implement the required organizational and process-related improvement levers.
- measure the performance of a sales-organization using established methods, KPIs and metrics.
- apply fundamental concepts of international pricing.

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 and Marketing & Sales	All Master Programmes in the Business & Management and Marketing & Communication fields

Innovation and Entrepreneurship

Course Code: DLMBIE01-01

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

Course Description

In today's globalized and digital world, entrepreneurs have more opportunities to develop and market products and services than ever before. However, entrepreneurship, whether in the form of entrepreneurship or intrapreneurship, presents special challenges. In order to avoid the typical pitfalls of starting and growing a business, a sound understanding of innovation management and building a business is essential. Particular attention must be paid to the financing of entrepreneurial activity, both from the perspective of the entrepreneur and the investor. Innovation and entrepreneurial activity are the basis and driving force of our economy. Even looking at other economies, it is obvious that innovation and entrepreneurship are crucial at every stage of economic development. Small enterprises in developing countries initiate the development of economic institutions and create supply, demand, and markets. These enterprises lay the foundation for economic development and growth. In developed economies, innovation and entrepreneurship are the driving forces behind competition and competitiveness in the global context. In all parts of the world, family businesses play the most important role. The rapid technological and social change present in our societies requires the innovative use of digital technologies (internet and artificial intelligence), as well as flexibility in handling new forms of organization (e.g., strategic alliances between companies). This course introduces students to the ideas behind, motives, and drivers of entrepreneurial activity and innovation and teaches them the practical aspects of the identification, analysis, and development of innovations and business ideas. The core competence of the entrepreneur—the ability to negotiate with investors and partners—is also addressed.

Course Outcomes

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

Contents

1. Entrepreneurship

    1.1   Entrepreneurship and entrepreneur

    1.2   Enterprise related theories of entrepreneurship

    1.3   The economic significance of entrepreneurship

2. Company formation strategy

    2.1   Different contexts in which companies are founded

    2.2   The Entrepreneur

    2.3   Business models and strategies

3. Innovation and innovation management

    3.1   Innovation

    3.2   Innovation management

    3.3   Protection of intellectual property

    3.4   Case study: BMW Empathic Design

4. Legal form in international comparison

    4.1   Germany

    4.2   International comparison: USA

Literature
Compulsory Reading
Further Reading ▪ Mariotti, S., & Glackin, C. (2016). Entrepreneurship: Starting & operating a small business (4th ed.). Pearson. ▪ Parker, S. C. (2009). The economics of entrepreneurship (pp. 1–28). Cambridge University Press. ▪ Scarborough, N. M., & Cornwall, J. R. (2019). Essentials of entrepreneurship and small business management (9th ed.). 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 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

Sales and Pricing

Course Code: DLMBSPBE02

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

Course Description

Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management.The course will allow students to understanding the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization.The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.

Course Outcomes

On successful completion, students will be able to

- identify the key-success factors for modern sales organizations.
- describe the relationship between segmentation and the design of an appropriate sales organization.
- execute respective analyses and apply improvement levers.
- demonstrate the use of the tool-boxes for the respective optimization levers.
- identify major characteristics of a high-performance sales organization.
- conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers.
- implement the required organizational and process-related improvement levers.
- measure the performance of a sales-organization using established methods, KPIs and metrics.
- apply fundamental concepts of international pricing.

Contents

1. Segmentation
    1.1 Customer Segmentation
    1.2 Selection of Market Segments for Market Entry
    1.3 Development of Market Segments

Literature
Compulsory Reading
Further Reading ▪ Dibb, S., & Simkin, L. (2010). The market segmentation workbook: Target marketing for marketing managers. Boston, MA: Cengage Learning. ▪ Kotler, P., Keller, K., Brady, M., Goodman, M., & Hansen, T. (2016). Marketing management (3rd ed.) (pp. 331–420). Harlow: Pearson Education. (Database: Myilibrary). ▪ Nagle, T. T., Zale, J., & Hogan, J. (2016). The strategy and tactics of pricing (5th ed.). Abingdon: Routledge. (Database: EBSCO). ▪ Zoltners, A. A., Sinha, P., & Zoltners, G. A. (2001). The complete guide to accelerating sales force performance: How to get more sales from your sales force. New York, NY: Amacom. (Database: EBSCO).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	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

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

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

Contributing Courses to Module
▪ Product Development (DLMBPDDT01)   ▪ Design Thinking (DLMBPDDT02)

Module Exam Type	
Module Exam	**Split Exam** <u>Product Development</u> • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes <u>Design Thinking</u> • 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 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods	
☐ Learning Sprints® ☑ Course Book ☑ Vodcast ☐ Shortcast ☑ Audio ☑ Exam Template	☐ Review Book ☐ Creative Lab ☐ Guideline ☐ Live Tutorium/Course Feed ☐ Reader ☑ 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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

Lean Start Up and Current Topics of Innovation and Entrepreneurship

Module Code: DLMGHELSTIE

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Lena Bernhofer (Lean Start Up) / Prof. Dr. Mirko Bendig (Seminar: Current Topics of Innovation and Entrepreneurship)

Contributing Courses to Module
▪ Lean Start Up (DLMIEELSU01)   ▪ Seminar: Current Topics of Innovation and Entrepreneurship (DLMIEESCTIE01)

Module Exam Type	
Module Exam	**Split Exam** Lean Start Up • Study Format "Distance Learning": Exam, 90 Minutes Seminar: Current Topics of Innovation and Entrepreneurship • Study Format "Distance Learning": Written Assessment: Research Essay
Weight of Module see curriculum	

Module Contents

Lean Start Up

- Fundamentals of Lean Start Up
- Lean Start Up: The Core Concept
- The Build-Principles
- The Measure-Principles
- The Learn-Principles
- Lean Start-Up: Use Cases

Seminar: Current Topics of Innovation and Entrepreneurship

The course enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. These include innovation as a driver for a country´s and a company´s competitiveness, hot spots for entrepreneurship around the world, the set-up of an innovation culture in a company, the creation of good ideas as the foundation for innovation, and many more.

Learning Outcomes

Lean Start Up

On successful completion, students will be able to

- define the Lean Start Up methodology, its emergence and describe its predecessors – lean management and customer development.
- analyze and describe the concept of Lean Start Up as a new entrepreneurial management method, especially the experimental design and the Build-Measure-Learn-Loop and their relevance for building a start-up in an insecure market environment.
- explain the experimental framework and role of using hypotheses and assumptions for validating a new business idea as well as the building of a Minimum Viable Product.
- explain and apply the systematically measure procedures for testing the underlying assumptions to achieve a problem-solution- and at a later stage a solution-market-fit.
- explain and apply the learning principles based on the systematically measured outcomes to pivot business models, to establish growth and design the start-up organization as an adaptive institution.
- derive typical use cases out of the start-up environment and as well as apply it as an innovation framework for already established companies.

Seminar: Current Topics of Innovation and Entrepreneurship

On successful completion, students will be able to

- examine and judge major trends and developments in the field of innovation and entrepreneurship.
- understand and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- explain the success factors for innovation and entrepreneurship to create a sustainable competitive advantage.
- assess major management practices and methods to foster an environment of innovation and entrepreneurship.
- apply practice-oriented methods and skills to create, discover and realize business opportunities.
- derive best-practice learnings from existing business models for own business ventures and innovation activities.

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 Programs in the Business & Management field

Lean Start Up

Course Code: DLMIEELSU01

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

Course Description

In recent years, entrepreneurs and especially start-ups gain high attention for their work and their potential to transform the economy and society by extending the innovation and digital capabilities. Lean Start Up is developed out of the product development experiences of start-ups and is seen as a new entrepreneurial management method. Inspired by the two concepts of lean management and customer development, Lean Start Up achieves a faster and customer-centric product and business model process by adopting a combination of business-hypothesis-driven experimentation, iterative product releases, systematically testing and validated learning. At its core, every product is treated as an experiment, which is tested systematically by using a steady loop cycle of build, measure and learn until the product-market-fit is achieved. This course introduces the students to the Lean Start Up methodology, its definition and core features. The course is designed to teach the students to understand and apply the different principles of Lean Start Up. The objective is that the students are empowered to use Lean Start Up as an entrepreneurial process for future product and business model developments.

Course Outcomes

On successful completion, students will be able to

- define the Lean Start Up methodology, its emergence and describe its predecessors – lean management and customer development.
- analyze and describe the concept of Lean Start Up as a new entrepreneurial management method, especially the experimental design and the Build-Measure-Learn-Loop and their relevance for building a start-up in an insecure market environment.
- explain the experimental framework and role of using hypotheses and assumptions for validating a new business idea as well as the building of a Minimum Viable Product.
- explain and apply the systematically measure procedures for testing the underlying assumptions to achieve a problem-solution- and at a later stage a solution-market-fit.
- explain and apply the learning principles based on the systematically measured outcomes to pivot business models, to establish growth and design the start-up organization as an adaptive institution.
- derive typical use cases out of the start-up environment and as well as apply it as an innovation framework for already established companies.

Contents

Literature
Compulsory Reading
Further Reading ▪ Blank, S. G. (2007): The Four Steps to the Epiphany. Successful Strategies for Products that Win. 3rd Edition, Quad/Graphics. ▪ Ries, E. (2011): The Lean Startup. How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. 1st Edition, Currency, New York. ▪ Maurya, A. (2012): Running Lean. Iterate from Plan A to a Plan That Works. 2nd Edition, O´Reilly, Sebastopol. ▪ Croll, A./Yoskovitz (2013): Lean Analytics. Use Data to Build a Better Startup Faster. 1st Edition, O´Reilly, Sebastopol.

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

Seminar: Current Topics of Innovation and Entrepre-neurship

Course Code: DLMIEESCTIE01

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

Course Description

Innovation and entrepreneurship are main drivers for economic growth and prosperity. Innovation refers to the process of translating an idea or invention into a business model that creates value for which customers are willing to pay money for. Entrepreneurship can be described as the process of setting up and realizing a business venture. The creation of an environment conducive to innovation and entrepreneurship is therefore a key political and economic objective at the local, regional and state levels. The highly dynamic and interconnected nature of today's markets requires companies to be able and willing to maintain and expand their competitive advantage through continuous innovation. This can be done at the product and process level, as well as by constantly questioning and developing their own business model. The seminar enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. They will acquire methods and skills to create and discover business opportunities as well as realize own business ventures.

Course Outcomes

On successful completion, students will be able to

- examine and judge major trends and developments in the field of innovation and entrepreneurship.
- understand and explain the main characteristics, functions and drivers of innovation and entrepreneurship.
- explain the success factors for innovation and entrepreneurship to create a sustainable competitive advantage.
- assess major management practices and methods to foster an environment of innovation and entrepreneurship.
- apply practice-oriented methods and skills to create, discover and realize business opportunities.
- derive best-practice learnings from existing business models for own business ventures and innovation activities.

Contents

- Innovation and entrepreneurship are main drivers for economic growth and prosperity. Both are closely interrelated to one another. It is the entrepreneurial mindset that builds the foundation for the continued creation of all forms and dimensions of innovation. The course enables the students to delve into relevant, up-to-date themes related to innovation and entrepreneurship. These include innovation as a driver for a country´s and a company´s competitiveness, hot spots for entrepreneurship around the world, the set-up of an innovation culture in a company, the creation of good ideas as the foundation for innovation, and many more.

Literature

Compulsory Reading

Further Reading

- Barringer, B.R. & Ireland, R.D. (2015). Entrepreneurship: Successfully Launching New Ventures. 5th Edition, Pearson, New York.
- Bessant, J. & Tidd, J. (2015). Innovation and Entrepreneurship. 3rd Edition, John Wiley & Sons, Chichester.
- Grant, A. (2016). Originals: How Non-Conformists Move the World. Viking, New York.
- Johnson, S. (2011). Where Good Ideas Come from: The Natural History of Innovation. Riverhead Books, New York.

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	☑ Slides
☐ Exam Template	

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
see curriculum	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

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 110 h	**Contact Hours** 0 h	**Tutorial** 20 h	**Self Test** 20 h	**Independent Study** 0 h	**Hours Total** 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
▪   Hair, J. F. et al. (2008): Sales Management. Building Customer Relationships and Partnerships. Cengage, Boston, MA.
▪   Homburg, C./Schäfer, H./Schneider, J. (2012): Sales Excellence. Systematic Sales Management. Springer, Wiesbaden.
▪   Ingram, T. N. et al. (2015): Sales Management. Analysis and Decision Making. 9th edition, Routledge, Abingdon.
▪   Kaushik, A. (2007): Web Analytics. An Hour a Day. Wiley, Hoboken, NJ.

Study Format 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

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

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

Contributing Courses to Module
▪ Communication and Public Relations I (DLMWKB01_E)   ▪ Communication and Public Relations II (DLMWKB02_E)

Module Exam Type	
Module Exam	**Split Exam** Communication and Public Relations I • Study Format "Distance Learning": Written Assessment: Case Study Communication and Public Relations II • Study Format "Distance Learning": Written Assessment: Case Study
Weight of Module see curriculum	

Module Contents

Communication and Public Relations I

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

Communication and Public Relations II

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

Learning Outcomes

Communication and Public Relations I

On successful completion, students will be able to

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

Communication and Public Relations II

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of 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

Social Media Campaigns and Agile Online Marketing
Module Code: DLMGHESMCAOM

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Oliver Kussinger (Social Media and Campaign Management) / Prof. Dr. Lisa-Charlotte Wolter (Project: Agile Online Marketing)

Contributing Courses to Module

- Social Media and Campaign Management (DLMMMSMCM01)
- Project: Agile Online Marketing (DLMOMPAOM01_E)

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

Module Contents

Social Media and Campaign Management

- Social Media Advertising
- Social Media Monitoring
- Campaign Planning and -Management
- Owned, Earned and Paid Media
- Strategic and Operational Social Media Management and Marketing

Project: Agile Online Marketing

This module outlines theoretical and practical basics of agility and agile working environments. Beginning with the concepts of agile project management and agile management students will take an in-depth look at agile (online) marketing environments and surroundings. Agility is a certain way of thinking and acting in working environments and it is gaining more and more interdisciplinary relevance. In the field of online marketing agility implies – among other things – a strong customer and market orientation.

Learning Outcomes

Social Media and Campaign Management

On successful completion, students will be able to

- understand and differentiate well-known social media and campaign management approaches, metrics and data and their limitations.
- transfer theoretical strategic social media and campaign concepts into daily business contexts.
- apply recent scientific insights in the field of social media and campaign research to various operative contexts.
- define relevant criteria for social media and campaign monitoring and planning.

Project: Agile Online Marketing

On successful completion, students will be able to

- think and act agile and critically evaluate and analyze agile environments.
- apply and evaluate agile methods and tools.
- understand and implement agile online marketing environments.
- develop a strategic and tactic view on agile online marketing, including a consistent orientation on customers and markets.
- create an agile online marketing project and measure the success of it.

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 Online & Social Media Marketing and Marketing & Sales	All Master Programmes in the Marketing & Communication fields

Social Media and Campaign Management

Course Code: DLMMMSMCM01

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

Course Description

Strategically managing digital-driven emerging communication technologies is a key success factor to reach todays audiences. A major goal of the course is to how to use digital media platforms and data to manage content creation, to create effective campaigns and public relations. The course starts with introducing the impact of social media on the management of campaigns in a dynamic world of digital media. The first chapter will cover basics of social listening and how to use data and information in the planning phase of the campaign design process. This course aims at introducing relevant strategies for designing, implementing, and monitoring social media and advertising campaigns. It equips students with an overview of key metrics and tools to gather, analyze and transfer data related to campaigns. Furthermore, the course will shed light on ethical aspects of using data and planning campaigns in social media platforms and discuss the impact of a purposeful communication between organizations and users.

Course Outcomes

On successful completion, students will be able to

- understand and differentiate well-known social media and campaign management approaches, metrics and data and their limitations.
- transfer theoretical strategic social media and campaign concepts into daily business contexts.
- apply recent scientific insights in the field of social media and campaign research to various operative contexts.
- define relevant criteria for social media and campaign monitoring and planning.

Contents

1. Introduction to Social Advertising and Campaign Management
    1.1 Key Definitions
    1.2 Historical Development of Social Media
    1.3 The Impact of Social Media on Advertising and Campaigns
    1.4 Tools
    1.5 Editorial Plan

2.   Social Media Listening

    2.1   Discovering and Applying Metrics and Data

    2.2   Translate Information into Advertising Plans

    2.3   Ethical Role of Listening

3.   Data-Based Social Media Campaign

    3.1   Design A Campaign by Defining Objectives, Goals and Strategies

    3.2   Understanding the Functionalities and Qualities of Different Platforms

    3.3   Interaction and Quality of User Relationships for Effective Campaigns

4.   Developing Engagement in Campaigns

    4.1   Design and Structure of Social Communities

    4.2   Tactics and Standards in Engagement

    4.3   Impacts of Newsjacking and Influencers for Campaign Management

5.   Implement the Campaign

    5.1   Manage the Campaign Life-Cycle

    5.2   Monitoring and Creating Interaction

    5.3   Integrating Social Care Teams

6.   Assessing the Effectiveness and Opportunities

    6.1   Evaluation across Platforms

    6.2   Return on Investment (ROI) of the Campaign

    6.3   Relevant Metrics of Social Media Campaigns

Literature
Compulsory Reading
Further Reading

- Connolly, B. (2020). Digital Trust: Social Media Strategies to Increase Trust and Engage Customers. Bloomsbury Publishing PLC.
- Kim, C.M. (2021). Social Media Campaigns - Strategies for Public Relations and Marketing. Routledge.
- Li, F., Larimo, J., & Leonidou, L. C. (2021). Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda. Journal of the Academy of Marketing Science, 49(1), 51–70. https://doi-org.pxz.iubh.de:8443/10.1007/s11747-020-00733-3.
- McDonald, J. (2022). Social Media Marketing Workbook: How to Use Social Media for Business. CreateSpace Independent Publishing Platform.
- Scott, D. M. (2020). Fanocracy: Turning fans into customers and customers into fans. Portfolio, Penguin.
- Vinerean, S., & Opreana, A. (2021). Measuring Customer Engagement in Social Media Marketing: A Higher-Order Model. Journal of Theoretical & Applied Electronic Commerce Research, 16(7), 2633–2654.

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: Agile Online Marketing

Course Code: DLMOMPAOM01_E

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

Course Description

Agile structures changed and change the way we act in working environments – be it project management, management in general or marketing. Agility in the field of marketing implies a different perception and handling of customers and markets. That means, for instance, a customer-oriented collaboration instead of silo mentality and hierarchies or a consistent orientation on customers' needs instead of sticking to statistical forecasts. In this course students develop a basic knowledge in the field of agility and learn how to implement it in an online marketing environment. The insights are theoretical as well as practical. Further this course has an interdisciplinary approach as it includes agile project management and agile management basics, which are the basis for agile online marketing.

Course Outcomes

On successful completion, students will be able to

- think and act agile and critically evaluate and analyze agile environments.
- apply and evaluate agile methods and tools.
- understand and implement agile online marketing environments.
- develop a strategic and tactic view on agile online marketing, including a consistent orientation on customers and markets.
- create an agile online marketing project and measure the success of it.

Contents

- Agile does not only mean that people in a working environment react quickly on internal requirements. Agility is a philosophy and an own way of thinking and approaching projects. Therefore the course introduces the idea of agility itself and related structures, like a customer-oriented organizational structure or an employee-centered leadership. This is followed by an introduction to agile marketing structures and environments, including, for example, an in-depth look on how to implement adaptive and iterative marketing campaigns or on how to learn quickly from the target group's feedback. Part of the project report is the practical realization of an online marketing project, implementing agile structures first. The project itself can be, for example, a social media campaign, a content marketing strategy or an influencer marketing project. However, independent from the content itself the project must be aligned on agile structures, like validated learning or customer focused collaboration. Besides the practical implementation of an agile online marketing project the

students are supposed to reflect on the project itself, taking a critical look on the potentials and limitations of agile online marketing environments and measuring the success of the campaign by defining corresponding key performance indicators.

Literature
Compulsory Reading
Further Reading

- Anon. (2012): The Agile Marketing Manifesto. (URL: https://agilemarketingmanifesto.org/ [letzter Zugriff: 18.08.2020]).
- Olajiga, F. (2017): Lean Agile Marketing. How to Become Agile and Deliver Marketing Success. CX Conversion Ltd., Northampton.
- Salzmann, M. (2017): Agile PR. Expert Messaging in a Hyper-Connected, Always-On World. AMACOM Books, New York.

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

Artificial Intelligence

Module Code: DLMIMWKI

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
see curriculum	Minimaldauer: 1 Semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Ulrich Kerzel (Artificial Intelligence) / Prof. Dr. Tim Schlippe (Seminar: AI and Society)

Contributing Courses to Module
▪ Artificial Intelligence (DLMAIAI01)   ▪ Seminar: AI and Society (DLMAISAIS01)

Module Exam Type	
Module Exam	**Split Exam** <u>Artificial Intelligence</u> • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes <u>Seminar: AI and Society</u> • Study Format "myStudies": Written Assessment: Research Essay • Study Format "Distance Learning": Written Assessment: Research Essay
Weight of Module see curriculum	

Module Contents
Artificial Intelligence ▪ History of AI ▪ AI application areas ▪ Expert systems ▪ Neuroscience ▪ Modern AI systems **Seminar: AI and Society** In this module, students will reflect on current societal and political implications of artificial intelligence. To this end, pertinent topics will be introduced via articles that are then critically evaluated by the students in the form of a written essay.

Learning Outcomes
Artificial Intelligence On successful completion, students will be able to ▪ remember the historical developments in the field of artificial intelligence. ▪ analyze the different application areas of artificial intelligence. ▪ comprehend expert systems. ▪ apply Prolog to simple expert systems. ▪ comprehend the brain and cognitive processes from a neuro-scientific point of view. ▪ understand modern developments in artificial intelligence. **Seminar: AI and Society** On successful completion, students will be able to ▪ name selected current societal topics and issues in artificial intelligence. ▪ explain the influence and impact of artificial intelligence on societal, economic, and polital topics. ▪ transfer theoretically-acquired knowledge to real-world cases. ▪ treat in a scientific manner a select topic in the form of a written essay. ▪ critically question and discuss current societal and political issues arising from the recent advances in artificial intelligence methodology. ▪ develop own problem-solving skills and processes through reflection on the possible impact of their future occupation in the sector of artificial intelligence.

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 Data Science & Artificial Intelligence.	All Master Programmes in the IT & Technology field.

Artificial Intelligence

Course Code: DLMAIAI01

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

Course Description

The quest for artificial intelligence has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as the development and use of expert systems in early AI systems.In order to understand cognitive processes, the course will give a brief overview of the biological brain and (human) cognitive processes and then focus on the development of modern AI systems fueled by recent developments in hard- and software. Particular focus will be given to discussion of the development of "narrow AI" systems for specific use cases vs. the creation of general artificial intelligence.The course will give an overview of a wide range of potential application areas in artificial intelligence, including industry sectors such as autonomous driving and mobility, medicine, finance, retail, and manufacturing.

Course Outcomes

On successful completion, students will be able to

- remember the historical developments in the field of artificial intelligence.
- analyze the different application areas of artificial intelligence.
- comprehend expert systems.
- apply Prolog to simple expert systems.
- comprehend the brain and cognitive processes from a neuro-scientific point of view.
- understand modern developments in artificial intelligence.

Contents

1. History of AI
    1.1 Historical Developments
    1.2 AI Winter
    1.3 Notable Advances in AI

2. Expert Systems
    2.1 Overview Over Expert Systems
    2.2 Introduction to Prolog

3. Neuroscience

    3.1   The (Human) Brain

    3.2   Cognitive Processes

4. Modern AI Systems

    4.1   Recent Developments in Hard- and Software

    4.2   Narrow vs General AI

    4.3   NLP and Computer Vision

5. AI Application Areas

    5.1   Autonomous Vehicles & Mobility

    5.2   Personalized Medicine

    5.3   FinTech

    5.4   Retail & Industry

Literature
Compulsory Reading
Further Reading

- Russell, S. & Norvig, P. (2010). Artificial intelligence: a modern approach (3rd ed.). Upper Saddle River, NJ: Prentice Hall.
- Lucas, P.J.F & Van der Gaag, L. (1991). Principles of expert systems. Amsterdam: Addison Wesley (copyright returned to author).
- Clocksin, W.F. & Mellish, C.S. (2003). Programming in Prolog (4th ed.). Berlin: Springer-Verlag.
- Ward, J. (2015). The student's guide to cognitive neuroscience. (3rd ed.). New York, NY: Psychology Press.
- Frankish, K & Ramsey, W.M. (Eds.) (2012). The Cambridge handbook of cognitive science. Cambridge: Cambridge University Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload

Self Study	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

Seminar: AI and Society

Course Code: DLMAISAIS01

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

Course Description

In the current decade, impressive advances have been achieved in the field of artificial intelligence. Several cognitive tasks like object recognition in images and video, natural language processing, game strategy, and autonomous driving and robotics are now being performed by machines at unprecedented levels of ability. This course will examine some of societal, economic, and political implications of these developments.

Course Outcomes

On successful completion, students will be able to

- name selected current societal topics and issues in artificial intelligence.
- explain the influence and impact of artificial intelligence on societal, economic, and polital topics.
- transfer theoretically-acquired knowledge to real-world cases.
- treat in a scientific manner a select topic in the form of a written essay.
- critically question and discuss current societal and political issues arising from the recent advances in artificial intelligence methodology.
- develop own problem-solving skills and processes through reflection on the possible impact of their future occupation in the sector of artificial intelligence.

Contents

- The seminar covers current topics concerning the societal impact of artificial intelligence. Each participant must create a seminar paper on a topic assigned to him/her. A current list of topics is given in the Learning Management System.

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

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 ☑ Slides
☐ Exam Template

Salesforce Developer Specialization

Module Code: DLMSFDS

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Thomas Bolz (Salesforce Platform App Builder) / Prof. Dr. Thomas Bolz (Salesforce Platform Developer)

Contributing Courses to Module

- Salesforce Platform App Builder (DLMSFDS01)
- Salesforce Platform Developer (DLMSFDS02)

Module Exam Type

Module Exam	Split Exam
	Salesforce Platform App Builder • Study Format "Distance Learning": Written Assessment: Project Report Salesforce Platform Developer • Study Format "Distance Learning": Oral Project Report
Weight of Module see curriculum	

Module Contents

Salesforce Platform App Builder

Using the learning platform Trailhead students will learn the fundamentals of Salesforce. At the end of the course, the students will be able to design, build and deploy custom applications. This course prepares for the Salesforce Platform App Builder Certification.

Salesforce Platform Developer

Using the learning platform Trailhead students will learn how to develop own applications, built from various parts of the Salesforce platform. At the end of the course the students will be able to use Apex, JavaScript, Visualforce and basic Lightning components. This course prepares for the Salesforce Platform Developer I and JavaScript Developer I Certification.

Learning Outcomes

Salesforce Platform App Builder

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- design the data model, user interface and business logic for custom applications.
- customize applications for mobile use.
- design reports and dashboards.
- manage application security and deploy custom applications.

Salesforce Platform Developer

On successful completion, students will be able to

- develop own applications using Apex and basic Lightning components.
- write SOSL, SOQL and DML statements.
- use Visualforce to build custom user interfaces for mobile and web apps.
- build reusable, performant components that follow modern web standards.
- use JavaScript to handle user interactions.
- use the built-in testing framework to test Apex and Visualforce.

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 Platform App Builder

Course Code: DLMSFDS01

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. This solution can be customized and personalized for the needs of customers, partners and employees. Using the learning platform Trailhead, students will learn independently the fundamentals of Salesforce and the development of customized application. This course prepares students for the Salesforce Platform App Builder Certification.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- design the data model, user interface and business logic for custom applications.
- customize applications for mobile use.
- design reports and dashboards.
- manage application security and deploy custom applications.

Contents

- The content on the learning platform focuses on the features and functionality to design, build and deploy custom applications. The content also provides knowledge to define business logic and process automation declaratively. Furthermore, the design and management of the correct data models and the customization of applications for individual needs is included in this course. Thus, the content of this course enables to automate repetitive tasks and to optimize processes in customer organizations.

Literature
Compulsory Reading
Further Reading

- Benioff, M./Langley, M. (2019): Trailblazer. The Power of Business as the Greatest Platform for Change. 1st ed.
- Shaalan, S. (2020): Salesforce for Beginners. A step-by-step guide to creating, managing, and automating sales and marketing processes. Packt Publishing, Birmingham.
- Weinmeister, P. (2019): Practical Salesforce Development Without Code. Building Declarative Solutions on the Salesforce Platform. 2nd ed., Apress, Berkeley.

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 Platform Developer

Course Code: DLMSFDS02

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

Course Description

The Salesforce platform not only forms the foundation of core Salesforce products like Sales Cloud and Service Cloud, but it is also possible to build own functionality and own applications. Using the learning platform Trailhead, students will learn how to use the programmatic pillars of the Salesforce platform: Lightning components, Apex and Visualforce. This course prepares students for the Salesforce Platform Developer I and JavaScript Developer I Certification.

Course Outcomes

On successful completion, students will be able to

- develop own applications using Apex and basic Lightning components.
- write SOSL, SOQL and DML statements.
- use Visualforce to build custom user interfaces for mobile and web apps.
- build reusable, performant components that follow modern web standards.
- use JavaScript to handle user interactions.
- use the built-in testing framework to test Apex and Visualforce.

Contents

- The content on the learning platform focuses on the development of own functionality and own applications, built from various parts of the Salesforce platform. The content enables to use the programmatic elements Lightning components, Apex and Visualforce. Furthermore, knowledge is provided for data modeling, process automation, user interface design, testing and deployment. Thus, the content of this course enables to extend Salesforce by individual applications to cover the needs in customer organizations.

Literature

Compulsory Reading

Further Reading

- Gupta, R. (2019): Salesforce Platform App Builder Certification. A Practical Study Guide. 1st ed., Apress.
- Salesforce (2020): Developer Documentation. (URL: https://developer.salesforce.com/docs/ [accessed: 12.12.2020]).

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	

Neuromarketing

Module Code: DLMDIMENM

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Lisa-Charlotte Wolter (Neuromarketing) / Prof. Dr. Lisa-Charlotte Wolter (Project: Online Neuromarketing)

Contributing Courses to Module
▪ Neuromarketing (DLMDIMENM01) ▪ Project: Online Neuromarketing (DLMDIMENM02)

Module Exam Type	
Module Exam	**Split Exam** Neuromarketing • Study Format "Distance Learning": Written Assessment: Written Assignment Project: Online Neuromarketing • Study Format "Distance Learning": Oral Project Report
Weight of Module see curriculum	

Module Contents

Neuromarketing

- Introduction, definition and key models in Neuromarketing
- Basics in Neuroscience – how the brain works
- Neuromarketing Tools
- Psychological mechanisms and relevance for Marketing
- Best practice examples
- Application of neuromarketing insights in the design of an online or social media campaign

Project: Online Neuromarketing

Practical application of learnings on Neuroscience. Students will set up a strategy and design an online or social media campaign based on key concepts of Neuromarketing.

Learning Outcomes

Neuromarketing

On successful completion, students will be able to

- understand the key models, theories and definition of Neuromarketing.
- remember the basics on how the brain processes information.
- evaluate the most important Neuromarketing tools .
- analyze psychological mechanisms such as attention, memory, emotion and decisions.
- apply the concepts of Neuromarketing to brand positioning and communication.

Project: Online Neuromarketing

On successful completion, students will be able to

- understand how to integrate insights and concepts from Neuromarketing into marketing campaigns.
- develop a strategy which includes principles of consumer psychology.
- apply the learnings in Neuromarketing to the development of an online or social media campaign.
- evaluate and measure the success of an online Neuromarketing campaign.

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 Online & Social Media Marketing	All Master Programs in the Marketing & Communication field

Neuromarketing

Course Code: DLMDIMENM01

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

Course Description

Our knowledge about how consumers make decision has continuously evolved. We now understand that humans are not the rational decision makers we thought them to be, but that our behavior is often guided by shortcuts, emotions, by how choices (e.g. different products) are presented and how we can (subconsciously) reduce risks. Drawing on insights from Neuroscience on how our brain is processing information, consumer psychology as well as Behavioral Economics, "Neuromarketing" has emerged as an important discipline for Marketing to address key questions: How does our brain process "stimuli" (e.g. marketing communication), how do emotions shape consumer preferences? How can we better understand and potentially predict consumer behavior? What are the implications for how we design products, set prices and increase a consumer's attention in advertising? Building on the foundations of Neuroscience, this module focuses on the key concepts, theories and methodologies of Neuromarketing, and how these are applied to increase effectiveness of marketing communication.

Course Outcomes

On successful completion, students will be able to

- understand the key models, theories and definition of Neuromarketing.
- remember the basics on how the brain processes information.
- evaluate the most important Neuromarketing tools .
- analyze psychological mechanisms such as attention, memory, emotion and decisions.
- apply the concepts of Neuromarketing to brand positioning and communication.

Contents

1. Neuromarketing: Introduction, Definition, Key Models and Concepts
    1.1 History of Neuroscience and Models of Consumer Decision Behavior
    1.2 Definition of Neuromarketing and Related Concepts (Consumer Neuroscience, Consumer Psychology, Behavioral Economics)
    1.3 Limitations and Ethics of Neuromarketing

2. Basics of Neuroscience – How the Brain Works
    2.1 Structural: Anatomy of the Brain
    2.2 Functional: How the Brain Processes Information
    2.3 Key Models and Theories in Neuroscience

3. Neuromarketing Tools
  3.1 Self-Reports
  3.2 Behavioral Measurement
  3.3 Physiological Measurement
  3.4 Neuroimaging

4. Psychological Mechanisms and Relevance for Marketing
  4.1 Attention
  4.2 Memory
  4.3 Emotion
  4.4 Decisions

5. Key Concepts and their Application in Marketing
  5.1 Nudges
  5.2 Framing
  5.3 Anchoring
  5.4 Endowment

6. Measuring Emotions
  6.1 Limbic Map
  6.2 Limbic Types
  6.3 Application for Brand Positioning and Marketing Communication

7. Best Practice Examples
  7.1 Product and Pricing
  7.2 Brand Building
  7.3 Advertising

Literature
Compulsory Reading
Further Reading

- Cerf, M. & M. Garcia-Garcia (2017). Consumer Neuroscience. MIT Press.
- Hsu, M. (2017). Neuromarketing: Inside the mind of the consumer. California Management Review 59 (4), 5-22.
- Kahneman, D. (2012). Thinking, fast and slow. Penguin Books.
- Ramsøy, T. Z. (2015). An Introduction to Consumer Neuroscience & Neuromarketing. Neurons Inc.
- Thaler, R. H. & C. Sunstein (2008). Nudge. Yale University Press

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes **Course Evaluation:** no
Type of Exam	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®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☐ Exam Template

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

Project: Online Neuromarketing

Course Code: DLMDIMENM02

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

Course Description

Neuromarketing has emerged as a key area for Marketing, building on insights from different disciplines such as Neuroscience and Consumer Psychology. It sheds light on how humans make decisions (often based on emotions or heuristics) and thus offers marketers the opportunity to improve the success of their marketing efforts. In this project students will apply the learnings and design an online marketing campaign that integrates the key concepts of Neuromarketing and consumer psychology.

Course Outcomes

On successful completion, students will be able to

- understand how to integrate insights and concepts from Neuromarketing into marketing campaigns.
- develop a strategy which includes principles of consumer psychology.
- apply the learnings in Neuromarketing to the development of an online or social media campaign.
- evaluate and measure the success of an online Neuromarketing campaign.

Contents

- Neuroscience offers plenty of opportunities for brands to "tap into the brains" of consumers. In this course, students will apply the practical learnings. As a first step, students will set up a strategy for an online campaign (e.g. what are the objectives of the campaign, who is my target group and how do I measure success?) In a second step, students will design an online or social media campaign utilizing insights from Neuromarketing (e.g. include nudges or frame elements of the campaign in a way that it positively impacts decision making). Finally, students will evaluate the success of the campaign to understand whether the overall campaign objectives have been met.

Literature
Compulsory Reading
Further Reading ▪ Cerf, M. & M. Garcia-Garcia (2017). Consumer Neuroscience. MIT Press. ▪ Dooley, R. (2011). Brainfluence. John Wiley & Sons Inc. ▪ Lindstrom, M. (2010). Buyology: Truth and Lies About Why We Buy. CrownBusiness.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

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

Data Science and Analytics

Module Code: DLMBDSA

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

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

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

Contributing Courses to Module
▪ Data Science (DLMBDSA01) ▪ Analytical Software and Frameworks (DLMBDSA02)

Module Exam Type	
Module Exam	**Split Exam** Data Science • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Analytical Software and Frameworks • Study Format "Distance Learning": Written Assessment: Written Assignment
Weight of Module see curriculum	

Module Contents

Data Science

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

Analytical Software and Frameworks

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

Learning Outcomes

Data Science

On successful completion, students will be able to

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

Analytical Software and Frameworks

On successful completion, students will be able to

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

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

Data Science

Course Code: DLMBDSA01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

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Literature

Compulsory Reading

Further Reading

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

Study Format 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®
☑ Course Book
☐ Vodcast
☑ Shortcast
☑ Audio
☑ Exam Template

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

Analytical Software and Frameworks

Course Code: DLMBDSA02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction
    1.1 Software Systems
    1.2 Frameworks
    1.3 Distributed Computing
    1.4 Databases and Data Warehousing

2. Data Storage
    2.1 Data Clustering
    2.2 Data Replication
    2.3 Data Indexing
    2.4 Data Warehousing

Literature
Compulsory Reading
Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study	**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

Content Creation and Storytelling

Module Code: DLMGHECCS

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Holger Meerwarth (Storytelling in Social Media) / Prof. Dr. Anne Kristin Langner (Project: Content Creation)

Contributing Courses to Module
▪ Storytelling in Social Media (DLMMKMSTSM01)   ▪ Project: Content Creation (DLMMMPCC01)

Module Exam Type	
Module Exam	**Split Exam**
	<u>Storytelling in Social Media</u> • Study Format "Distance Learning": Written Assessment: Written Assignment <u>Project: Content Creation</u> • Study Format "Distance Learning": Oral Project Report
Weight of Module see curriculum	

Module Contents

Storytelling in Social Media

- Basics of Storytelling
- Narrative History, Theory, and Research
- Digital Storytelling
- Social Media Storytelling
- Social Media Storytelling and Audience Participation

Project: Content Creation

This course focuses on the development of a corporate online presence employing different channels while using content creation guidelines in order to create a professional digital experience.

Learning Outcomes

Storytelling in Social Media

On successful completion, students will be able to

- explain and distinguish theories and concepts of storytelling.
- take into account the similarities and differences of analog and digital storytelling.
- critically examine the potentials and limitations of digital storytelling.
- assess the characteristics and effects of social media storytelling.
- apply methods of digital and social media storytelling in practice.

Project: Content Creation

On successful completion, students will be able to

- assess and develop professional corporate online presences.
- establish and maintain various corporate channels depending on targeted stakeholders and specific goals.
- implement a structured content management plan to create, publish, and govern an organization's content and data.
- create performing content for each individual channel.
- analyze and assess content metrics & performance indicators.

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 Online & Social Media Marketing.	All Master Programs in the Marketing & Communication field.

Storytelling in Social Media

Course Code: DLMMKMSTSM01

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

Course Description

Storytelling is more than telling stories or fairy tales. It is a narrative technique that is used as a professional tool in several different contexts, be it journalism, branding, or social media. The focus of this course is on social media storytelling. As this form of storytelling is based on traditional techniques and common digital structures, corresponding theory, history and research is provided. These fundamentals, for instance the difference between storytelling in terms of content, auditive and visual storytelling, enables students to assess the quality of social media storytelling and give them inspiration for their own storytelling practice. In contrast to other digital storytelling methods, social media storytelling has a strong focus on audience participation – which is a part of this course. Students learn methods and ways to engage audiences and communities. Students are enabled to transfer storytelling theories and techniques into practice and utilize those, for instance, in social media and social media marketing.

Course Outcomes

On successful completion, students will be able to

- explain and distinguish theories and concepts of storytelling.
- take into account the similarities and differences of analog and digital storytelling.
- critically examine the potentials and limitations of digital storytelling.
- assess the characteristics and effects of social media storytelling.
- apply methods of digital and social media storytelling in practice.

Contents

1. Introduction and Basics
    - 1.1 Definition and Subject of Storytelling
    - 1.2 Narrativity History, Research and Theory
    - 1.3 The Elements of a Good Story
    - 1.4 Storytelling in Reality and Fiction

2. Forms of Storytelling
    - 2.1 Content
    - 2.2 Audio
    - 2.3 Visual
    - 2.4 Audiovisual

3. Digital Storytelling
    3.1   Definition and Basics
    3.2   Transmedia Storytelling, Participatory Culture, and Media Governance
    3.3   Crossmedia Storytelling

4. Social Media Storytelling and Audience Participation
    4.1   Digital Communities and Audiences
    4.2   Interaction and Communication
    4.3   Annotations
    4.4   Collaboration and Co-Creation
    4.5   User-Generated Content

5. Storytelling in Practice
    5.1   Start with the Why
    5.2   Corporate and Brand Storytelling
    5.3   Storytelling in Advertising, PR, and Marketing
    5.4   Storytelling in Social Media – Best Practices

Literature

Compulsory Reading

Further Reading

- De Finna, A. (2016). Storytelling and audience reactions in social media. Language in Society 45(4), pp. 473-498.
- Fog, K., Budtz, C., Munch, P., Blanchette, S. (2010). Storytelling. Branding in Practice (2nd ed.). Springer.
- Guynes, S. & Hassler-Forest, D. (2017) (ed.). Star Wars and the History of Transmedia Storytelling. Amsterdam University Press.
- Hall, K. (2019). Stories that Stick. How Storytelling Can Captivate Customers, Influence Audiences, and Transform Your Business. HarperCollins.
- Pettengrill, J. (2020). Social Media and Digital Storytelling for Social Good. The Journal of Social Media in Society, 9(1), pp. 275-281.
- Sinek, S. (n. d.). The Golden Circle Presentation. https://simonsinek.com/commit/the-golden-circle.

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

Project: Content Creation

Course Code: DLMMMPCC01

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

Course Description

A powerful online presence serves as virtual business card and is critical for a company's professional image. Channels like a public website or corporate blog might serve a wide range of use cases, and a company can employ more than one way to present itself and engage with its stakeholders. A strong understanding of performance indicators and a structured content management plan are the foundation of successful corporate content creation.

Course Outcomes

On successful completion, students will be able to

- assess and develop professional corporate online presences.
- establish and maintain various corporate channels depending on targeted stakeholders and specific goals.
- implement a structured content management plan to create, publish, and govern an organization's content and data.
- create performing content for each individual channel.
- analyze and assess content metrics & performance indicators.

Contents

- A digital presence gives a company an ideal platform to communicate. It is crucial for businesses to connect with its audiences and stay relevant. Engaging content is not universal, it depends on the specific target group and subsequent expectations for each individual corporate channel. A structured content management plan is therefore key to longterm success. Content creation itself needs to focus on the specific requirements and goals for each channel while keeping the bigger picture in mind. A corporate blog will address users in a different manner than a PR newsroom. Mobile first content creation also follows clear guidelines. Being able to analyze and assess content and its performance in relation to specific goals is paramount to goal driven successful publishing.

Literature
Compulsory Reading
Further Reading ▪ Brenner, Michael. (2022). Key Metrics to Measure Content Marketing Performance. Marketing Insider Group. (URL: https://marketinginsidergroup.com/content-marketing/metrics-to-measure-content-performance/ [Retrieved: 07.02.2022]). ▪ Handley, A. (2014). Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content. Wiley. ▪ Thompson, J. D., & Weldon, J. (2022). Content Production for Digital Media: An Introduction. Springer.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

Marketing Research and Digital Campaigns
Module Code: DLMGHEMRDC

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Caterina Fox (Applied Marketing Research) / Prof. Dr. Susanne O'Gorman (Project: Digital Campaigns)

Contributing Courses to Module
▪ Applied Marketing Research (DLMBCBR02) ▪ Project: Digital Campaigns (DLMOMMM02_E)

Module Exam Type	
Module Exam	**Split Exam**
	Applied Marketing Research
	• Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes
	Project: Digital Campaigns
	• Study Format "Distance Learning": Portfolio
Weight of Module see curriculum	

Module Contents

Applied Marketing Research

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

Project: Digital Campaigns

This course deals with the development of advertising campaigns. Students make decisions regarding relevant criteria of a campaign and give reasons for their decisions. They also formulate the goals of the campaign.

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.

Project: Digital Campaigns

On successful completion, students will be able to

- create digital campaigns for web and mobile.
- formulate target groups and customer segments for digital campaigns.
- choose suitable advertising formats and mediums according to a campaign.
- develop goals using the SMART formula.

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

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

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

Project: Digital Campaigns

Course Code: DLMOMMM02_E

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

Course Description

In this portfolio course the students develop a Digital Marketing Campaign for web, mobile or both. Besides choosing the medium, they make decisions about the target group, advertising formats, customer segments and timing. Furthermore, they develop goals for the campaign based on the SMART formula.

Course Outcomes

On successful completion, students will be able to

- create digital campaigns for web and mobile.
- formulate target groups and customer segments for digital campaigns.
- choose suitable advertising formats and mediums according to a campaign.
- develop goals using the SMART formula.

Contents

- This course focuses on the planning and development of digital campaigns. The students go through all project phases and document their results in their portfolio.

Literature

Compulsory Reading

Further Reading

- Chaffey, D./Smith, P. (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th edition, Routledge, New York.
- Grigsby, M. (2018): Marketing Analytics. A Practical Guide to Improving Consumer Insights Using Data Techniques. 2nd edition, Kogan Page, London.
- Kamps, I./Schetterer D. (2017): Performance Marketing. Der Wegweiser zu einem mess- und steuerbaren Marketing – Einführung in Instrumente, Methoden und Technik. Springer Gabler, Wiesbaden.
- Kingnorth, S. (2019): Digital Marketing Strategy. An integrated approach to online marketing. 2nd edition, KoganPage, New York.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 150 h

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

Digital Transformation

Module Code: DLMIEEEDT

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Prof. Dr. Lena Bernhofer (Disruptive Innovation) / Prof. Dr. Claudia Heß (Hybrid Project Management in Digital Transformation)

Contributing Courses to Module

- Disruptive Innovation (DLMIEEEDT01)
- Hybrid Project Management in Digital Transformation (DLMADTHPDT01_E)

Module Exam Type	
Module Exam	**Split Exam**
	<u>Disruptive Innovation</u>
	• Study Format "Distance Learning": Exam, 90 Minutes
	<u>Hybrid Project Management in Digital Transformation</u>
	• Study Format "Distance Learning": Exam, 90 Minutes
Weight of Module	
see curriculum	

Module Contents

Disruptive Innovation

- Major Areas of Innovation
- Introduction to Disruptive Innovation
- The Process of Disruption
- Significance of Disruptive Innovation
- Management of Disruptive Innovation
- Examples of Disruptive Innovation

Hybrid Project Management in Digital Transformation

- Project Management and Digitalization
- Norms, Standards and Project Management Certifications
- Traditional Project Management
- Agile Project Management
- Hybrid Project Management
- Lateral Leadership in Hybrid Project Management
- Application of Hybrid Project Management in Digital Transformation

Learning Outcomes

Disruptive Innovation

On successful completion, students will be able to

- explain the definitions and basic theory dealing with disruptive innovation.
- distinguish disruptive innovation from other forms of innovation.
- assess major areas in which disruptive innovation may occur.
- understand the essential elements of the process of disruption.
- determine and evaluate the significance of disruptive innovation.
- comprehend and evaluate examples of disruptive innovation.

Hybrid Project Management in Digital Transformation

On successful completion, students will be able to

- answer the question of the relevance of new forms of project management in the context of digital transformation.
- assess the relevance of key norms, standards and certifications for hybrid project management.
- select the right principles and process models from the traditional and agile project management options for digital change projects.
- design organization-specific hybrid process models for project management.
- convey central principles of lateral leadership for hybrid project management.
- apply hybrid project management principles with a particular focus on digital transformation.

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 and Project Management	All Master Programs in the Business & Management field

Disruptive Innovation

Course Code: DLMIEEEDT01

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

Course Description

The term "Disruptive Innovation" was defined by the American scholar Clayton M. Christensen. A disruptive innovation is an innovative product, service, or business model that eventually overturns the existing dominant businesses in the market. It is therefore also about the failure of incumbent companies to stay on top of their industries when they encounter disruptive types of market and technological changes. Disruptive innovations tend to be produced by small teams, outsiders, or entrepreneurs in start-ups, rather than existing market-leading companies. This module focusses on the process of disruption and the significance of disruptive innovation. It highlights approaches for its management and concludes with examples of disruptive innovations from recent years.

Course Outcomes

On successful completion, students will be able to

- explain the definitions and basic theory dealing with disruptive innovation.
- distinguish disruptive innovation from other forms of innovation.
- assess major areas in which disruptive innovation may occur.
- understand the essential elements of the process of disruption.
- determine and evaluate the significance of disruptive innovation.
- comprehend and evaluate examples of disruptive innovation.

Contents

1. Major Areas of Innovation
    1.1 Invention Versus Innovation
    1.2 Product and Service Innovation
    1.3 Business Model Innovation
    1.4 Process and Technology Innovation
    1.5 Social and Environmental Innovation

Literature
Compulsory Reading
Further Reading ▪ Christensen, C. M. (1997): The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Boston, MA: Harvard Business School Press. ▪ Gutsche, J., & Gladwell, M. (2020). Create the future: Tactics for disruptive thinking ; The innovation handbook. Fast Company Press. ▪ Silberzahn, P. (DL 2018). A manager's guide to disruptive innovation: Why great companies fail in the face of disruption and how to make sure your company doesn't ((B. Alger, Trans.)). Diateino. ▪ Tidd, J. (2020). Digital disruptive innovation. Series on technology management. World Scientific. ▪ Le Merle, M. C., & Davis, A (2017). Corporate innovation in the fifth era: Lessons from Alphabet/Google, Amazon, Apple, Facebook, and Microsoft.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

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

Student Workload					
Self Study 90 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 30 h	**Independent Study** 0 h	**Hours Total** 150 h

Instructional Methods

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

Hybrid Project Management in Digital Transformation

Course Code: DLMADTHPDT01_E

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

Course Description

Digitalization is accompanied by immense change processes in society, business and industry and it is increasingly influencing classic management approaches. Traditional project management can still be found in many industrial companies and is also affected by this digital transformation. Due to the high degree of standardization in traditional project management, there is an increasing need to integrate more flexibility and dynamics through agile approaches. However, especially in corporate practice, many project managers are unsure when to fall back on agile and when on classic project management principles. Especially in the context of digital change projects in classic industrial companies, a combination of agile and traditional tools and principles therefore proves to be advantageous, which can be summarized with the term "hybrid project management". Against this background, this course teaches important basics of traditional, agile and hybrid project management. In addition, important lateral management principles and application fields of hybrid project management will be highlighted.

Course Outcomes

On successful completion, students will be able to

- answer the question of the relevance of new forms of project management in the context of digital transformation.
- assess the relevance of key norms, standards and certifications for hybrid project management.
- select the right principles and process models from the traditional and agile project management options for digital change projects.
- design organization-specific hybrid process models for project management.
- convey central principles of lateral leadership for hybrid project management.
- apply hybrid project management principles with a particular focus on digital transformation.

Contents

7.	Application of Hybrid Project Management in Digital Transformation
7.1	Hybrid Project Management in Interdisciplinary Product Development
7.2	Hybrid Project Management in Strategic Innovation Management
7.3	Hybrid Project Management in Digital Change Projects
7.4	Further Case Studies and Practical Examples

Literature

Compulsory Reading

Further Reading

- Cobb, C. G. (2015): The project manager's guide to mastering agile. Principles and practices for an adaptive approach, John Wiley & Sons.
- Martinelli, R. J./Milosevic, D. Z. (2016): Project Management ToolBox. Tools and Techniques for the Practicing Project Manager. 2. Aufl., Wiley, s.l.
- Measey, P. et al. (2015): Agile Foundations. Principles, practices and frameworks, BCS Learning & Development Limited, Swindon.
- Project Management Institute (2017): Agile Practice Guide, Project Management Institute, Inc. (PMI).
- Wysocki, R. K. (2019): Effective Project Management. Traditional, Agile, Extreme, Hybrid, Wiley, Indianapolis.

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

DLMADTHPDT01_E

Marketing Project and Agile Project Management
Module Code: DLMGHEMPAPM

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Carolin Egger (Marketing Project) / Prof. Dr. Thomas Winkle (Agile Project Management)

Contributing Courses to Module
▪ Marketing Project (DLMMFS01_E) ▪ Agile Project Management (DLMIEEAPM01)

Module Exam Type	
Module Exam	**Split Exam**
	<u>Marketing Project</u> • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report <u>Agile Project Management</u> • Study Format "Distance Learning": Written Assessment: Case Study
Weight of Module see curriculum	

Module Contents

Marketing Project

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

Agile Project Management

- Fundamentals of Agile Methods in Project Management
- Traditional and Agile Approaches to Project Management
- Agile Project Management with Scrum
- Agile Project Management with Kanban
- Implementing Agile within the Organization
- Expanding Agile across the Organization

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.

Agile Project Management

On successful completion, students will be able to

- understand the significance of agile methods to efficiently and effectively manage projects within and across organizations.
- compare the major characteristics of traditional and agile approaches to project management.
- apply the Scrum methodology as a main framework of agile project management.
- apply the Kanban methodology as a main framework of agile project management.
- implement agile value-driven strategies and effective agile product roadmaps into the organization.
- judge the scaling of agile practices across the entire organization.

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 and Project Management	All Master Programs in the Marketing & Communication and Business & Management 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

Agile Project Management

Course Code: DLMIEEAPM01

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

Course Description

Agile methods accelerate the development and delivery of a product or service by the division of tasks into short phases of work and frequent reassessment and adaptation of plans. While originally used for software programming, the agile methodology has become a widely used approach in many areas of business. When applied to project management situations, agile contributes to a more flexible planning, a faster determining of the requirements and a more effective executing of a project. The concept of agile is based on the Agile Manifesto which includes four key values and twelve main principles to guide an iterative and people-centric managing of projects. In this course, students are introduced to the agile project management framework with an emphasis on the product owner's role. They learn how to develop the product vision and the product roadmap, organize the project team, identify user roles, write user stories and establish an operant project risk management. This way, students shall also develop a mindset for the agile methodology. The course puts a special emphasis on the Scrum and Kanban framework as two main pillars to agilely manage projects within and across organizations.

Course Outcomes

On successful completion, students will be able to

- understand the significance of agile methods to efficiently and effectively manage projects within and across organizations.
- compare the major characteristics of traditional and agile approaches to project management.
- apply the Scrum methodology as a main framework of agile project management.
- apply the Kanban methodology as a main framework of agile project management.
- implement agile value-driven strategies and effective agile product roadmaps into the organization.
- judge the scaling of agile practices across the entire organization.

Contents

1. Fundamentals of Agile Methods in Project Management
    1.1 Definition and Significance of Agile Methods in Project Management
    1.2 The Agile Manifesto
    1.3 The Agile Values and Principles

Literature
Compulsory Reading
Further Reading ▪ Campell, A. (2021). Agile Guide: Perfect Guide to Agile Project Management for Successful Leader. Independently published. ▪ Goodpasture, J. (2015). Project Management the Agile Way: Making it Work in the Enterprise. 2nd edition, J. Ross Publishing, Plantation (Florida/USA). ▪ Hill, T. (2019). Agile Project Management: How to Skillfully Implement Scrum, Run Effective Teams, and Cultivate High-Performance Leadership. Independently published. ▪ Rigby, D.K., Sutherland, J. & Noble, A. (2018). Agile at Scale: How to go from a few teams to hundreds. Harvard Business Review. (URL: https://hbr.org/2018/05/agile-at-scale [last access: 15.03.2021]). ▪ Wysocki, R. K (2019). Effective Project Management: Traditional, Agile, Extreme. 7th edition, Wiley Publ., Indianapolis.

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

Start Up Lab

Module Code: DLMIEESUL

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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Lena Bernhofer (Start Up Lab)

Contributing Courses to Module
▪ Start Up Lab (DLMIEESUL01)

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

Module Contents

Becoming one´s own boss might be the dream of many people. Having an own business idea and bring it to market realization has been the starting point of many successful businesses. The Start Up Lab supports ambitious entrepreneurs and founders in identifying market opportunities as the basis for innovative business ideas and business models. The writing of a business plan allows the students to systematically describe and structure the business idea along the various criteria to be covered in the business plan. This way, the students can experience and expand their own start up skills.

Learning Outcomes
Start Up Lab
On successful completion, students will be able to
- develop an own business idea and design a business model as the foundation for writing a business plan.   - describe the reasons for creating a business plan for different business projects as well as explain the structure, form and content of a business plan.   - formulate the vision, the strategic goals and the value proposition for their business project on the basis of a comprehensive business analysis.   - prepare a detailed financial and capital requirement plan for their business project and assess the medium- and long-term advantages and disadvantages of the selected financing.   - evaluate the main risks for their business project and assess them with regard to implementation.   - identify the different types of growth and growth strategies for the development of a business project.

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 Programs in the Business & Management field

Start Up Lab

Course Code: DLMIEESUL01

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

Course Description

In this course, students learn how to present and realize a business idea systematically and in a structured manner with a business plan. A business plan is usually created when a company is founded, but is also used for other business projects such as succession planning in a company, the new development of a product, the takeover of a company or expansion abroad. In this module, the focus is on starting an own business to implement the business idea as well as possible growth strategies to expand the business. The preparation of a business plan allows students to apply business management knowledge in a systematic, integrated and practice-oriented manner. This way, the students can experience and expand their own start up skills. They are systematically guided to address all elements of a business plan in order to increase the success for the realization of a business idea. Special emphasis is placed on identifying potential risks for later implementation.

Course Outcomes

On successful completion, students will be able to

- develop an own business idea and design a business model as the foundation for writing a business plan.
- describe the reasons for creating a business plan for different business projects as well as explain the structure, form and content of a business plan.
- formulate the vision, the strategic goals and the value proposition for their business project on the basis of a comprehensive business analysis.
- prepare a detailed financial and capital requirement plan for their business project and assess the medium- and long-term advantages and disadvantages of the selected financing.
- evaluate the main risks for their business project and assess them with regard to implementation.
- identify the different types of growth and growth strategies for the development of a business project.

Contents

- Becoming one´s own boss might be the dream of many people. Having an own business idea and bring it to market realization has been the starting point of many successful companies. It is however not self-evident that a business idea reaches the level of implementation and growth. It requires goal-setting, planning, persistence, commitment, determination and calculated risk-taking to bring an idea to success. The Start Up Lab supports ambitious

entrepreneurs and founders in identifying market opportunities as the basis for innovative business ideas and business models. The writing of a business plan allows the students to systematically describe and structure the business idea along the various criteria to be covered in the business plan such as strategy, market, product/service, value proposition, target customers, marketing, production, finances and risk evaluation. By doing so, the students can experience and expand their own start up skills.

Literature
Compulsory Reading
Further Reading

- Bessant, J. & Tidd, J. (2015). Innovation and Entrepreneurship. 3rd edition, John Wiley & Sons, Hoboken.
- Grant, A. (2016). Originals: How Non-Conformists Move the World. Viking, New York.
- Grant, W. (2020). How to Write a Winning Business Plan: A Step-by-Step Guide to Build a Solid Foundation, Attract Investors & Achieve Success. Walter Grant, Grand Rapids.
- Hoffman, S. (2021). Surviving a Startup: Practical Strategies for Starting a Business, Overcoming Obstacles, and Coming Out on Top. Harper Collins, New York.
- Osterwalder, A., Pigneur, Y., Bernarda, G. & Smith, A. (2010). Value Proposition Design: How to Create Products and Services Customers Want. John Wiley & Sons, Hoboken.

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 120 h	**Contact Hours** 0 h	**Tutorial** 30 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 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
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

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

Contributing Courses to Module

- Master Thesis (MMTHE01)
- Colloquium (MMTHE02)

Module Exam Type	
Module Exam	**Split Exam**
	Master Thesis
	• Study Format "Distance Learning": Written Assessment: Master Thesis (90)
	• Study Format "myStudies": Written Assessment: Master Thesis (90)
	Colloquium
	• Study Format "Distance Learning": Presentation: Colloquium (10)
	• Study Format "myStudies": Presentation: Colloquium (10)
Weight of Module	
see curriculum	

Module Contents

Master Thesis

- Master's thesis

Colloquium

- Colloquium on the Master's thesis

Learning Outcomes

Master Thesis

On successful completion, students will be able to

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

Colloquium

On successful completion, students will be able to

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

Links to other Modules within the Study Program	**Links to other Study Programs of 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 810 h	**Contact Hours** 0 h	**Tutorial** 0 h	**Self Test** 0 h	**Independent Study** 0 h	**Hours Total** 810 h

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

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