MODULE HANDBOOK

Bachelor of Arts

Bachelor Hospitality Management (FS-OI-EU-BAHME)

180 ECTS

Distance Learning

INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Classification: Undergraduate

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1. Semester

Business 101

Module Code: DLBBAB_E

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

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

Module Coordinator

Prof. Dr. Andreas Herrmann (Business 101)

Contributing Courses to Module

- Business 101 (DLBBAB01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Business 101

On successful completion, students will be able to

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

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

Business 101

Course Code: DLBBAB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Businesses and their environment
   - 1.1 Concepts of business
   - 1.2 A system of economic relationships
   - 1.3 Business environment
2. Types of business organizations
   - 2.1 Companies in production and service
   - 2.2 Divisions of companies
3. Management and structure of business
   - 3.1 Basics of Business Management
   - 3.2 Functions of organizations, managers and control
   - 3.3 The decision making process
   - 3.4 Organizational structure of business

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

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

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

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

Literature

Compulsory Reading

Further Reading

- Collins, J. (2011). Good to great: Why some companies make the leap...and others don't. Harper Business.
- Covey, S., Foreword, C. J.-, Covey, S. R. & Audio, S. S. (2020). The 7 Habits of Highly Effective People: 30th Anniversary Edition . Simon & Schuster Audio.
- Miller, J. (2004). QBQ! The question behind the question. Penguin.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Introduction to Academic Work

Module Code: DLBCSIAW

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

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

Module Coordinator

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

Contributing Courses to Module

- Introduction to Academic Work (DLBCSIAW01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Basic Workbook (passed / not passed) Study Format: Distance Learning Basic Workbook (passed / not passed)	

Weight of Module

see curriculum

Module Contents

- Scientific Theoretical Foundations and Research Paradigms
- Application of Good Scientific Practice
- Methodology
- Librarianship: Structure, Use, and Literature Management
- Forms of Scientific Work at IU

Learning Outcomes

Introduction to Academic Work

On successful completion, students will be able to

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

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 Bachelor Programmes in the Business & Management field

Introduction to Academic Work

Course Code: DLBCSIAW01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Application of Good Scientific Practice
   - 2.1 Research Ethics
   - 2.2 Evidence Teaching
   - 2.3 Data Protection and Affidavit
   - 2.4 Orthography and Shape
   - 2.5 Identification and Delimitation of Topics
   - 2.6 Research Questions and Structure

3. Research Methods
   - 3.1 Empirical Research
   - 3.2 Literature and Reviews
   - 3.3 Quantitative Data Collection
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   - 3.5 Mix of Methods
   - 3.6 Critique of Methods and Self-Reflection

4. Librarianship: Structure, Use, and Literature Management
   - 4.1 Plagiarism Prevention
   - 4.2 Database Search
   - 4.3 Literature Administration
   - 4.4 Citation and Author Guidelines
   - 4.5 Bibliography

5. Scientific Work at the IU – Research Essay

6. Scientific Work at the IU - Project Report

7. Scientific Work at the IU - Case Study

8. Scientific Work at the IU - Bachelor Thesis

9. Scientific Work at the IU – Oral Assignment

10. Scientific Work at the IU – Oral Project Report

11. Scientific Work at the IU - Colloquium

12. Scientific Work at the IU - Portfolio

13. Scientific Work at the IU - Exam

Literature
Compulsory Reading
Further Reading ▪ Bell, J., & Waters, S. (2018). Doing your research project: A guide for first-time researchers (7th ed.). Open University Press McGraw-Hill Education. ▪ Deb, D., Dey, R., & Balas, V. E. (2019). Engineering research methodology: A practical insight for researchers. Springer. ▪ Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson. ▪ Veal, A. J. (2018). Research Methods for Leisure and Tourism (5th ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Basic Workbook (passed / not passed)

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
Type of Exam	Basic Workbook (passed / not passed)

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

Principles of Hospitality Management

Module Code: BWHO1-01_E

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

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

Module Coordinator

Prof. Dr. Kristina Sommer (Principles of Hospitality Management)

Contributing Courses to Module

- Principles of Hospitality Management (BWHO01-01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Classification of the Hospitality Industry in the Tourism Industry
- Structural Features of the Hospitality Industry
- Service Provision in the Hospitality Industry
- Evaluation of Performance Standards
- Introduction to Hotel Management
- Special Features of the Hospitality and Gastronomy Industry
- Developments in the Hospitality Industry

Learning Outcomes

Principles of Hospitality Management

On successful completion, students will be able to

- classify the hospitality industry in the context of the tourism industry.
- apply in-depth knowledge of the structural characteristics and service provision of the hospitality industry.
- classify and analyze hotel ratings and identify different types of
- hotel concepts against each other.
- apply basic knowledge of the management areas of a hotel.
- classify and analyze special features and developments in the hospitality industry.

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 Hotel Management.	All Bachelor Programs in the Hospitality,Tourism & Event field

Principles of Hospitality Management

Course Code: BWHO01-01_E

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

Course Description

The course imparts the basic knowledge around the special business fundamentals and characteristics of the hospitality industry. The classification of the hospitality industry in the tourism industry allows, in addition to the presentation of specific structural features, an initial examination of the characteristics of this industry. Furthermore, in-depth knowledge is acquired with regard to the production of services and the evaluation of performance standards. This knowledge helps in analyzing the range of services in the hospitality industry and lays the foundation for understanding hotel management. The remainder of the course will focus on hotel management in greater depth. Here, the focus is on the areas of organization and planning. This will enable students to prepare and analyze planning and organizational decisions. Finally, students will gain an understanding of the specifics of managing hotel and gastronomy operations and will take a closer look at the development of the industry so that they are able to incorporate this knowledge into planning and implementation decisions.

Course Outcomes

On successful completion, students will be able to

- classify the hospitality industry in the context of the tourism industry.
- apply in-depth knowledge of the structural characteristics and service provision of the hospitality industry.
- classify and analyze hotel ratings and identify different types of
- hotel concepts against each other.
- apply basic knowledge of the management areas of a hotel.
- classify and analyze special features and developments in the hospitality industry.

Contents

1. Classification of the Hospitality Industry in the Tourism Industry
   - 1.1 Differentiation of Accommodation Establishments
   - 1.2 Relationship between the Hospitality Industry and the Tourism Industry
   - 1.3 Structure and Systematics of the Hospitality Industry

2. Structural Features of the Hospitality Industry
   - 2.1 Differentiation Possibilities
   - 2.2 Operating Modes
   - 2.3 Operator Forms and Cooperations
   - 2.4 Concentration in the Hotel Market

3. Service Provision in the Hospitality Industry
   - 3.1 Service Features
   - 3.2 Range of Services
   - 3.3 The Hotel Business as a Bundle of Services

4. Evaluation of Performance Standards
   - 4.1 Hotel Classification
   - 4.2 Certificates and Seals in the Hospitality and Gastronomy Industry
   - 4.3 Rating Portals

5. Introduction to Hospitality Management
   - 5.1 Organization in the Hospitality Industry
   - 5.2 Planning and Management Levels

6. Special Features of the Hospitality and Gastronomy Industry
   - 6.1 Location Boundedness and the Importance of Market and Location Concepts
   - 6.2 Guest Expectations
   - 6.3 Fluctuations in Demand

7. Developments in the Hospitality Industry
   - 7.1 New Business Models - The Impact of Airbnb & Co.
   - 7.2 Developments in different operating forms of the Hospitality Industry
   - 7.3 Overall Trends and Developments in the Hotel Industry

Literature

Compulsory Reading

Further Reading

- Cousins, J. et al. (2019): Food and Beverage Management: For the Hospitality, Tourism and Event Industries. Goodfellow Publishers, Oxford.
- Dixit, S. K. (2017): The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism. Routledge, Lodon.
- Ford, R. C.; Sturman, M.C. (2019): Managing Hospitality Organizations: Achieving Excellence in the Guest Experience. 2. Edition. SAGE Publications, Thousand Oaks.
- Gardini, M. A., Ottenbacher, M. and Schuckert, M. (2021) The Routledge companion to international hospitality management. Routledge, London.
- Hayes, D.; Ninemeier, J.; Miller, A. (2016): Hotel Operations Management. 3. Edition. Pearson, London.
- Kotler, P.; Bown, J.; Makens, J.; Baloglu, S. (2016): Marketing for Hospitality and Tourism. 7. Edition. Pearson, London
- Reynolds, D.; Rahman, I.; Barrows, C. W. (2021): Introduction to Hospitality Management. Wiley, New Jersey
- Walker, J. (2016): Introduction to Hospitality Management. 5. Edition. Pearson, London.
- Wood, R. C. (2015): Hospitality management: a brief introduction. Sage, Thousand Oaks.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Food and Beverage Management

Module Code: DLBHOFBM_E

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

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

Module Coordinator

Prof. Dr. Nicola Zech (Food and Beverage Management)

Contributing Courses to Module

- Food and Beverage Management (DLBHOFBM01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basic Knowledge of Food and Beverage
- Food and Beverage Management in a Global Context
- Understanding of Food and Beverage Management Within the Hospitality and Tourism Sector
- Analysis and Assessment of Food and Beverage Business Processes and Activities in Selected Target Markets
- Understanding about Food Service Systems and their Analysis
- Role of Food and Beverage Management in Global Procurement Markets
- Importance of IT-based Technologies in Food and Beverage Management and Recognition of the Interconnectedness of Processes

Learning Outcomes

Food and Beverage Management

On successful completion, students will be able to

- name the essential parts of Food and Beverage Management.
- discuss Food and Beverage Management in a global context.
- have an understanding of the environmental, social, and economic impacts associated with the provision of food and beverage within the modern foodservice industry.
- demonstrate basic knowledge of business processes in the acquisition of food and beverages (throughout the supply chain process).
- make fundamental decisions based on sustainable as well as business analytical (IT-supported) Food and Beverage 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 field of Hotel Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Food and Beverage Management

Course Code: DLBHOFBM01_E

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

Course Description

This course teaches the basics of Food and Beverage Management and clarifies its role within the hospitality and tourism sector. In order to emphasize its global importance, both national as well as international contexts are introduced. The course displays the necessary business processes regarding organization, planning, logistics and execution in the context of food and beverage management. Therefore, Students analyze and evaluate the different business processes of Food and Beverage Management in selected target markets. In addition, the course provides basic knowledge and understanding of food service systems and analyzes the services they contain. Furthermore, the course analyzes and conveys the role of Food and Beverage Management in global procurement markets. Finally, leading solutions of IT-based merchandise management systems, cash register systems and electronic payment systems at the point of sale are presented and the importance regarding the interconnectedness of processes is elaborated.

Course Outcomes

On successful completion, students will be able to

- name the essential parts of Food and Beverage Management.
- discuss Food and Beverage Management in a global context.
- have an understanding of the environmental, social, and economic impacts associated with the provision of food and beverage within the modern foodservice industry.
- demonstrate basic knowledge of business processes in the acquisition of food and beverages (throughout the supply chain process).
- make fundamental decisions based on sustainable as well as business analytical (IT-supported) Food and Beverage Management.

Contents

1. Challenges Within Food Service Management
   - 1.1 The Food Service Company
   - 1.2 Evolution of the Food Service Industry
   - 1.3 The Future of the Food Service Industry

2. Food and Agricultural Challenges
   2.1 Food and Agriculture - An Overview
   2.2 Challenges
   2.3 Food and Agriculture Trends

3. Geography and Food Production
   3.1 Food Production
   3.2 Food Policy
   3.3 Global and Local Food Production

4. Food Procurement and Globalization of the Supply Chain
   4.1 Food Supply Chain: Increasing Momentum
   4.2 Changes in the Global Food System
   4.3 Supply Chain Market and Challenges in Food Supply

5. Culinary Tourism
   5.1 Importance of Culinary Tourism
   5.2 Characteristics of Culinary Tourism
   5.3 Future Trends in Culinary Tourism

6. Food and Beverage Management Within the Hospitality Sector
   6.1 Embedding Food and Beverage Management in the Hospitality Sector
   6.2 Organizational Structures of Food and Beverage Within the Hospitality Sector
   6.3 Trends and Challenges of Food and Beverage Management Within the Hospitality Sector

7. Special Challenges in the Food Service Industry
   7.1 Challenges in the Food Service Industry by Area
   7.2 Challenges for Food and Beverage Management Within the Food Service Industry
   7.3 Technological Trends and Challenges Within the Food Service Industry

8. Sustainable Food and Beverage Management
   8.1 Sustainability Within Specific Regions
   8.2 Best Industry Practices
   8.3 Current and Future Trends

Literature

Compulsory Reading

Further Reading

- Cousins, J., Foskett, D., Graham, D., & Hollier, A. (2019). Food and beverage management: For the hospitality, tourism and event industries (5th ed.). Foodfellow Publishers.
- Civitello, L. (2011). Cuisine and culture: A history of food and people (3rd ed.). Wiley.
- Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, World Food Programme, & World Health Organization. (2022). The state of food security and nutrition in the world: Repurposing food and agricultural policies to make healthy diets more affordable. Available online.
- Hall, C. M. & Stefan G. (2013). Sustainable culinary systems: Local foods, innovation, tourism and hospitality.
- Sloan, P., Legrand, W., & Hindley, C. (2015). The Routledge handbook of sustainable food and gastronomy. Routledge.

Study Format Distance Learning

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

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Collaborative Work

Module Code: DLBCSCW

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

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

Module Coordinator

Prof. Dr. Karin Halbritter (Collaborative Work)

Contributing Courses to Module

- Collaborative Work (DLBCSCW01)

Module Exam Type

Module Exam	Split Exam
Study Format: myStudies Oral Assignment Study Format: Distance Learning Oral Assignment	

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Collaborative Work

On successful completion, students will be able to

- design their own learning processes both self-directed and collaborative with analog and digital media.
- initiate face-to-face and virtual cooperation and select suitable methods for shaping collaboration even in an intercultural context and across disciplinary boundaries.
- assess different forms of communication in relation to the goals and requirements of different situations and to reflect on their own communication and argumentation behavior in order to be able to shape conducive collaboration also in an interdisciplinary context.
- recognize social diversity including cultural and professional differences as a value, and to name and apply tools to deal with them constructively.
- explain conflict potentials and the role of emotions in conflicts and to describe the use of systemic methods in the target- and solution-oriented handling of conflicts.
- analyze one's own resources, present methods of self-leadership and self-motivation, and derive appropriate 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 Business Administration & Management	All Bachelor Programmes in the Business & Management fields

Collaborative Work

Course Code: DLBCSCW01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

- design their own learning processes both self-directed and collaborative with analog and digital media.
- initiate face-to-face and virtual cooperation and select suitable methods for shaping collaboration even in an intercultural context and across disciplinary boundaries.
- assess different forms of communication in relation to the goals and requirements of different situations and to reflect on their own communication and argumentation behavior in order to be able to shape conducive collaboration also in an interdisciplinary context.
- recognize social diversity including cultural and professional differences as a value, and to name and apply tools to deal with them constructively.
- explain conflict potentials and the role of emotions in conflicts and to describe the use of systemic methods in the target- and solution-oriented handling of conflicts.
- analyze one's own resources, present methods of self-leadership and self-motivation, and derive appropriate strategies.

Contents

1. Learning for a Networked World, in a Networked World
   - 1.1 Requirements and Opportunities in the “VUCA” World
   - 1.2 Learning, Knowing and Not-Knowing
   - 1.3 The 4C Model: Collective, Collaborative, Continuous, and Connected
   - 1.4 Monitoring Learning Behaviour

2. Networking & Cooperation
   - 2.1 Cooperation Partners
   - 2.2 Sustainable Relationships: Digital Interaction and Trust Building
   - 2.3 Organizing Collaboration
   - 2.4 Social Learning

3. Performance in (Online) Teams
   - 3.1 Goals, Roles, Organization and Performance Measurement
   - 3.2 Team Building and Team Flow
   - 3.3 Agile Project Management with Scrum
   - 3.4 Other Agile Methods

4. Communicating and Convincing
   - 4.1 Communication as Social Interaction
   - 4.2 Language, Images, Metaphors, and Stories
   - 4.3 Attitude: Open, Empathetic, and Appreciative Communication
   - 4.4 Active Listening
   - 4.5 Analyze Your Conversational and Argumentative Skills

5. Recognizing Conflict Potential — Managing Conflicts — Negotiating Effectively
   - 5.1 Respecting Diversity and Seizing Opportunities
   - 5.2 Empathy
   - 5.3 Systemic Solution Process Work
   - 5.4 Constructive Negotiation

6. Achieving Your Goals
   - 6.1 Effective Goal Setting
   - 6.2 The Agile Use of Time
   - 6.3 (Self-)Coaching Methods
   - 6.4 Self-Management and Motivation Strategies

7. Mobilizing Resources
   - 7.1 Recognizing Resources
   - 7.2 Reflection and Innovation
   - 7.3 Transfer Strength and Willpower

Literature
Compulsory Reading
Further Reading ▪ Baber, A., Waymon, L., Alphonso, A., & Wylde, J. (2015). Strategic connections: The new face of networkingin a collaborative world. New York, NY: AMACOM. ▪ Hinnen, A. & Hinnen, G. (2018). Reframe it! 42 Werkzeuge und ein Modell, mit denen sie Komplexitätmeistern (2nd ed.). Hamburg, Germany: Murmann. ▪ Kaats, E., & Opheij, W. (2014). Creating conditions for promising collaboration: Alliances, networks, chains,strategic partnerships. Heidelberg, Germany: Springer. ▪ Martin, S. J., Goldstein, N. J., & Cialdini, R. B. (2014). The small BIG: Small changes that spark BIG influence.London, England: Profile Books. ▪ Oettingen, G. (2014). Rethinking positive thinking: Inside the new science of motivation. New York, NY:Current. ▪ Storch, M., & Kuhl, J. (2017). Die Kraft aus dem Selbst: Sieben PsychoGyms für das Unbewusste (3th ed.).Bern, Switzerland: Hogrefe. ▪ Storch, M., & Tschacher, W. (2016). Embodied Communication: Kommunikation beginnt im Körper, nicht imKopf. Bern, Switzerland: Hogrefe. ▪ Wenger, E. (1998). Communities of practice: Learning, meaning, and identity. Cambridge, England:Cambridge University Press.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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 Skills

Module Code: DLBDS_E

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

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

Module Coordinator

Prof. Dr. Anne-Kristin Langner (Digital Skills)

Contributing Courses to Module

- Digital Skills (DLBDS01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Advanced Workbook	

Weight of Module

see curriculum

Module Contents

- Digital Transformation and Digital Communication
- Methods for Digital, Agile and Collaborative Working
- Social Media and Mobile
- Digital in the Enterprise: Selected Scenarios
- Selected Technologies
- Trends and Outlook

Learning Outcomes

Digital Skills

On successful completion, students will be able to

- apply and classify the acquired basic knowledge.
- apply methodical knowledge to control and accompany digital processes.
- apply the acquired deeper understanding of digital technologies in practice.
- classify the digital holistically and to design interfaces innovatively.
- apply the digital skills they have learned to their work and career environment and use them in a goal-oriented manner.
- develop a vision of what the development of Digital Skills will look like in the future and
- to decide for themselves how they want to gain further knowledge in this area.

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 Bachelor Programs in the Business & Management field

Digital Skills

Course Code: DLBDS01_E

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

Course Description

Whether social work, marketing, management or nursing professions – the digital transformation as a megatrend determines a profound change that affects every individual and all levels of society. This course is about understanding the causes of change and change as such with its effects. From this understanding, skills – Digital Skills – are developed to deal with digitalization in different (professional) contexts. Fundamentally, aspects of digital transformation and digital communication are discussed and how the economy, society and communication have changed and are changing are presented. Among other things, this affects work and collaboration. Methods such as design thinking, tools such as Slack or content management systems such as WordPress have interdisciplinary relevance. Social media and mobile are an integral part of everyday life, shaping (media) socialization and digital marketing. Under the aspect "Digital in the enterprise", selected scenarios are considered, such as Digital HR or Digital and Social. A basic understanding of digital technologies such as cloud computing or big data is essential in order to be able to accompany and control digital processes and assess trends such as quantum computing.

Course Outcomes

On successful completion, students will be able to

- apply and classify the acquired basic knowledge.
- apply methodical knowledge to control and accompany digital processes.
- apply the acquired deeper understanding of digital technologies in practice.
- classify the digital holistically and to design interfaces innovatively.
- apply the digital skills they have learned to their work and career environment and use them in a goal-oriented manner.
- develop a vision of what the development of Digital Skills will look like in the future and
- to decide for themselves how they want to gain further knowledge in this area.

Contents

1. Digital Transformation
   - 1.1 Basics, Causes, Consequences
   - 1.2 Infrastructure and Technologies
   - 1.3 Implications for the Economy and Society
   - 1.4 Concepts

2. Digital communication
   - 2.1 Basics
   - 2.2 The Online Communication Process
   - 2.3 Communication Tools
   - 2.4 Bot Communication
   - 2.5 Text vs. Voice

3. Methods for Digital Work
   - 3.1 Agile Methods: Agile Basics, SCRUM, Kanban
   - 3.2 Design Thinking
   - 3.3 Game Thinking
   - 3.4 Lean Startup and Lean Management

4. Distributed and Collaborative Work
   - 4.1 Basics
   - 4.2 Tools and Systems
   - 4.3 (Green) Web Design and Content Management Systems
   - 4.4 Presentation Techniques

5. Social Media and Mobile
   - 5.1 Social Media and Social Media Marketing
   - 5.2 Social Media Channels
   - 5.3 Responsive Design and Mobile Websites
   - 5.4 Apps and Messengers
   - 5.5 QR Codes and Location-Based Services
   - 5.6 Mobile First and Mobile Only

6. Selected technologies
   - 6.1 Cloud Computing
   - 6.2 Big Data / Data Analytics
   - 6.3 AI / Machine Learning
   - 6.4 Internet of Things
   - 6.5 Application Programming Interfaces (APIs)
   - 6.6 Smart Services
   - 6.7 Robotics
   - 6.8 Blockchain
   - 6.9 Virtual and Augmented Reality
   - 6.10 3D / 4D Printing

7. Digital in the Enterprise: Selected Scenarios
   - 7.1 Digital Business
   - 7.2 Digital Marketing
   - 7.3 Digital Design
   - 7.4 Digital HR
   - 7.5 Digital and Social

8. Trends and Outlook
   - 8.1 Acquiring and Expanding Competencies for the Digital Age
   - 8.2 Trends and Outlook for Digital Communication, Social Media and Mobile
   - 8.3 Trends and Outlook for Distributed and Collaborative Working
   - 8.4 Trends and Outlook for Selected Technologies

Literature

Compulsory Reading

Further Reading

- Goethe, O. (2019). Gamification mindset. Springer International.
- Helmold, M. (2021). New work, transformational and virtual leadership: Lessons from Covid-19 and other crises. Springer.
- Mills, M. P. (2021). The cloud revolution: How the convergence of new technologies will unleash the next economic boom and a roaring 2020s. Encounter Books.
- Pressman, A. (2019). Design thinking: A guide to creative problem solving for everyone. Routledge.
- Rogers, D. L. (2016). The digital transformation playbook: Rethink your business for the digital age. Columbia Business School Publishing.
- Urbach, N., & Röglinger, M. (Eds.). (2019). Digitalization cases: How organizations rethink their business for the digital age. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Advanced Workbook

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

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

2. Semester

International Marketing

Module Code: DLBDSEIMB1

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

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

Module Coordinator

Caterina Fox (International Marketing)

Contributing Courses to Module

- International Marketing (DLBDSEIMB01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

International Marketing

On successful completion, students will be able to

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

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

International Marketing

Course Code: DLBDSEIMB01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Strategic International Marketing
   - 1.1 Internationalization
   - 1.2 Theoretical Foundations of International Market Entry Strategies
   - 1.3 Forms of International Market Entry
2. Cultural Differences as an Aspect of International Marketing
   - 2.1 Overview of Culture
   - 2.2 Cultural Model Based on Hofstede
   - 2.3 Cultural Model Based on Trompenaars

3. Case Studies in International Market Entry and Marketing Strategies
   3.1 Case Study: Nivea in South Korea
   3.2 Case Study: Bosch and Siemens Hausgeräte GmbH in China
   3.3 Case Study: Siemens Mobile in China
   3.4 Case Study: Siemens in China

4. International Product Management and Product Development
   4.1 Goals of International Product Management
   4.2 Framework Conditions for International Product Management
   4.3 International Product Decisions
   4.4 International Product Development

5. Exchange Rate Fluctuations and International Price Calculation
   5.1 Tasks and Objectives of International Price Management
   5.2 Factors Influencing International Price Management
   5.3 Instruments of International Price Management

6. International Communication and International Sales Policy
   6.1 International Communication Management
   6.2 International Sales Management

7. International Marketing and Ethics
   7.1 Overview of International Marketing and Ethics
   7.2 Business Ethics in International Companies
   7.3 Case Study: Nestlé

8. Applied Market Research and Its Influence on Consumer Behavior
   8.1 Scope of International Market Research
   8.2 Requirements for International Market Research Information
   8.3 International Secondary Research
   8.4 International Primary Research

9. Monitoring and Control in International Marketing
   9.1 Controlling in International Management

10. Six Sigma, Brand Management, and Rebranding
   10.1 Six Sigma: Basics, Definitions, and Processes
   10.2 Brand Management
   10.3 Rebranding

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBDSEIMB01

Business Mathematics

Module Code: BWMA_E

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

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

Module Coordinator

Prof. Dr. Andreas Herrmann (Business Mathematics)

Contributing Courses to Module

- Business Mathematics (BWMA01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basics of Analysis
- Functions
- Differential Calculus
- Multivariate Functions
- Sequences and Series
- Integral Calculus

Learning Outcomes

Business Mathematics

On successful completion, students will be able to

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

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

Business Mathematics

Course Code: BWMA01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Analysis
   - 1.1 Arithmetic and Algebraic Basics
   - 1.2 Sums and Products
   - 1.3 Equations
   - 1.4 Inequalities
2. Functions
   - 2.1 Introduction
   - 2.2 Forms of Data Depiction
   - 2.3 Features of Functions
   - 2.4 Basic Function Types
   - 2.5 Selected Economic Applications

3. Differential Calculus I
   - 3.1 Difference and Differential Quotient
   - 3.2 Derivative Methods
   - 3.3 Higher Derivations
   - 3.4 Meaning of First and Second Derivation

4. Differential Calculus II: Applications
   - 4.1 Marginal Analysis
   - 4.2 Curve Sketching
   - 4.3 Cournot Point

5. Multivariate functions
   - 5.1 Linear and Non-Linear Multivariate Functions
   - 5.2 Partial Derivatives
   - 5.3 Determination of Extreme Values
   - 5.4 Determination of Extreme Values Subject to Constraint

6. Sequences and Series
   - 6.1 Arithmetic and Geometric Sequences
   - 6.2 Arithmetic and Geometric Sequences
   - 6.3 Financial Mathematical Applications

7. Integral Calculus
   - 7.1 Indefinite Integrals
   - 7.2 Definite Integrals

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Managerial Economics

Module Code: DLBBWME_E

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Managerial Economics)

Contributing Courses to Module

- Managerial Economics (DLBBWME01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Managerial Economics

On successful completion, students will be able to

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

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

Managerial Economics

Course Code: DLBBWME01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics
   - 1.1 Definitions & Main Topics of Economics
   - 1.2 Thinking like an Economist
2. The Invisible Hand of the Market
   - 2.1 Supply and Demand
   - 2.2 Market Balance
   - 2.3 Flexibility
   - 2.4 Applications

3. Consumer Decisions
   3.1 Utility Theory
   3.2 Willingness to Pay
   3.3 Demand
   3.4 Applications

4. Business Decisions I: Full Competition
   4.1 Production
   4.2 Costs
   4.3 Supply
   4.4 Applications

5. Business Decisions II: Partial Competition
   5.1 Monopoly
   5.2 Monopolistic Competition
   5.3 Oligopoly

6. Business Decisions III: Game Theory
   6.1 Methodology
   6.2 Simultaneous Games
   6.3 Sequential Games

7. Advanced Microeconomics
   7.1 Information Economics
   7.2 Behavioural Economics

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBBWME01_E

Destination Management

Module Code: DLBTODM_E

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

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

Module Coordinator

Prof. Dr. Bibiana Grassinger (Destination Management)

Contributing Courses to Module

- Destination Management (DLBTODM01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam or Advanced Workbook, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Destinations as Regional Added Value Systems
- Destination Definition Approaches
- Factor and Resource Allocation in Destinations
- Tourism Demand in Destinations
- Competitiveness of Destinations
- Destination Organization
- Planning and Governance Approaches
- Trends in Destination Management

Learning Outcomes

Destination Management

On successful completion, students will be able to

- understand the tourist destination as a regional added value system of complementary industries and, on this basis, to know approaches to typologize tourist destinations.
- know necessary production factors to create the product "Stay in a Destination" (including in particular attractions and attraction points).
- identify the main characteristics of tourism demand and their segmentation criteria.
- understand the interaction of macro- and microeconomic framework conditions, demand structure, and resource disposition in the context of current approaches to modeling destination competitiveness.
- understand the role and tasks of the destination management organization (DMO) as coordinator of different stakeholders of a destination, and to know its financing possibilities.
- apply the previously acquired insight into planning and governance aspects of tourismdestination, especially with regard to the development process of a tourism concept.apply the previously acquired insight into current trends such as experience staging or sustainable destination 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 field of Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Destination Management

Course Code: DLBTODM01_E

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

Course Description

Destinations as Regional Added Value Systems; Destination Definition Approaches; Factor and Resource Allocation in Destinations; Demand in Destinations; Competitiveness of Destinations; Destination Organization; Planning and Governance Approaches; Trends in Destination Management

Course Outcomes

On successful completion, students will be able to

- understand the tourist destination as a regional added value system of complementary industries and, on this basis, to know approaches to typologize tourist destinations.
- know necessary production factors to create the product "Stay in a Destination" (including in particular attractions and attraction points).
- identify the main characteristics of tourism demand and their segmentation criteria.
- understand the interaction of macro- and microeconomic framework conditions, demand structure, and resource disposition in the context of current approaches to modeling destination competitiveness.
- understand the role and tasks of the destination management organization (DMO) as coordinator of different stakeholders of a destination, and to know its financing possibilities.
- apply the previously acquired insight into planning and governance aspects of tourismdestination, especially with regard to the development process of a tourism concept.apply the previously acquired insight into current trends such as experience staging or sustainable destination management.

Contents

1. The Destination as a Regional Added Value System
   - 1.1 Definitions
   - 1.2 Destination Characteristics
   - 1.3 Destination Definition Approaches
2. Definition According to Spatial-Geographical Criteria
   - 2.1 Definition According to the Length of Stay
   - 2.2 Definition According to Reasons for Travel
   - 2.3 Delimitation According to Actors

3. Factor and Resource Allocation in Destinations
   3.1 Input and Production Factors of Destinations
   3.2 Attractions and Attraction Points

4. Tourism Demand in Destinations
   4.1 Key Characteristics of Tourism Demand
   4.2 Segmentation Approaches in Tourism

5. Competitiveness of Destinations
   5.1 Definition of Competitiveness
   5.2 Comparative and Competitive advantages
   5.3 Approaches to Explain Competitiveness
   5.4 Life Cycle of a Destination

6. Destination Organization
   6.1 Basics
   6.2 Financing of the Tourism Organization
   6.3 Problems of forming Destinations

7. Planning and Governance Approaches
   7.1 Need for Destination Planning
   7.2 Organization of the Development Process of a Tourism Concept
   7.3 Developing a Tourism Concept

8. Trends in Destination Management
   8.1 Experience Staging
   8.2 Sustainable Destination Management

Literature
Compulsory Reading
Further Reading ▪ Costa, C., Panyik, E., Buhalis, D. (2013) Trends in European Tourism Planning and Organisation, Channel View Publications, Bristol. ▪ Du Cros, H., McKercher, B. (2015): Cultural Tourism, Second Edition, Oxon, Routledge. ▪ Kozak, M. (2013, Ed.): Tourism Marketing : On Both Sides of the Counter, Newcastle upon Tyne, Cambridge Scholars Publishing. ▪ Morrison, A. M. (2013): Marketing and Managing Tourism Destinations. Routledge, London. ▪ Pike, S. (2016): Destination Marketing: Essentials, Second Edition, London, Routledge. ▪ Porter, M. (1990): The Competitive Advantage of Nations. In: Harvard Business Review, Vol. 68(2), 73–93. ▪ Ritchie, J. R. B./Crouch, G. I. (2003): The Competitive Destination. A Sustainable Tourism Perspective. Cabi Publishing, Cambridge. ▪ Sotiriadis, M., Gursoy, D. (2016): The Handbook of Managing and Marketing Tourism Experiences, Emerald, Wagon Lane, Bingley. ▪ Swarbrooke, J. (2002): The Development and Management of Visitor Attractions. 2. Auflage, Routledge, Oxford.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Exam or Advanced Workbook, 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

Accounting and Balancing

Module Code: DLBEPEAB

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Accounting and Balancing)

Contributing Courses to Module

- Accounting and Balancing (DLBEPEAB01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Balance sheet, income statement, statement of cash flows
- IFRS Financial Statement of small and medium sized entities
- Recognition and Measurement Rules for IFRS Financial Reports
- Accounting equation and Ratio analysis
- Accrual basis of accounting and revenue recognition rules
- Debt and Equity financing of the firm

Learning Outcomes

Accounting and Balancing

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

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 Finance & Tax Accounting	All Bachelor Programs in the Business & Management field

Accounting and Balancing

Course Code: DLBEPEAB01

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

Course Description

The knowledge obtained in this class will provide you with an important set of tools that are vital for anyone who will be expected to use financial statements in a meaningful way, and make key managerial decisions particularly with respect to the start-up of an enterprise. Procedural aspects of financial accounting will be discussed in order to enhance your understanding of the content of the financial statements. However, the emphasis of the class is on analyzing the financial condition of an operating company and to make recommendations to the management for improvements.

Course Outcomes

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

Contents

1. Financial Accounting as Information Source
   - 1.1 Business activities and the role of accounting
   - 1.2 Basic financial statements
   - 1.3 Key ratios
2. General Accounting Principles
   - 2.1 Conceptual Framework under IFRS
   - 2.2 IFRS for SMEs
   - 2.3 BilMog and HGB in Germany

3. Measuring Performance: Income Statement and Statement of Cash Flow
   - 3.1 Accrual accounting
   - 3.2 Income statement
   - 3.3 Statement of cash flow
   - 3.4 Revenue recognition

4. Reporting and Analysing Assets: Balance Sheet
   - 4.1 Definition of Assets
   - 4.2 Inventory
   - 4.3 Property, plant & equipment
   - 4.4 Intangible assets

5. Reporting and Analysing Liabilities and Equity: Balance Sheet
   - 5.1 Definition of Liabilities and Equity
   - 5.2 Accounting for debt financing
   - 5.3 Accounting for contributed and earned capital

6. Financial Statement Analysis
   - 6.1 Horizontal and vertical Ratio Analysis
   - 6.2 Analysing profitability, liquidity, and solvency
   - 6.3 Using Accounting Information in Valuation

7. Accounting Illustrated – case study
   - 7.1 Application of Accounting principles
   - 7.2 Analysis of Accounting Information
   - 7.3 Recommendations based on Accounting Information

Literature
Compulsory Reading
Further Reading ▪ Harrison, Walter T., et al. (2017): Financial Accounting. Global Edition, Pearson Education Limited. ProQuest Ebook Central. https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5186889. ▪ Stittle, John, and Robert T Wearing (2008): Financial Accounting. SAGE Publications. ProQuest Ebook Central. https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=420915. ▪ Van, Horne, J., et al. (2008): Fundamentals of Financial Management. Pearson Education, Limited. ProQuest Ebook Central. https://ebookcentral-proquest-com.pxz.iubh.de:8443/lib/badhonnef/detail.action?docID=5833605.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBEPEAB01

International Business Law

Module Code: DLBHMEIBL

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

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

Module Coordinator

Prof. Dr. Martin Schulz (International Business Law)

Contributing Courses to Module

- International Business Law (DLBHMEIBL01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Exam or Advanced Workbook, 90 Minutes	

Weight of Module

see curriculum

Module Contents

- Different Legal Systems, Comparative Law and Supranational Law
- The Civil Law
- The Common Law
- Other Legal Systems
- Private International Law
- European Union Law

Learning Outcomes

International Business Law

On successful completion, students will be able to

- identify and distinguish between the main legal systems.
- develop an intercultural sensitivity for the different legal systems and the application of legal rules in the respective systems.
- apply the basic rules of private international law.
- understand the legal framework and interpret legal acts of the European Union.
- comprehend the impact of EU law on national legal systems.
- understand the areas of EU economic regulation and the implications of EU primary law on economic activities.
- understand the impact of the respective legal system(s) on entrepreneurial decisions.

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 Law	All Bachelor Programs in the Business & Management field

International Business Law

Course Code: DLBHMEIBL01

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

Course Description

International business activities necessarily happen in an environment of different legal systems. Significant differences exist not only in legal norms and basic principles, but also with regard to applying and interpreting the law as well as the procedures for enforcing rights before courts and authorities. To make things even more complex for foreigners, such national characteristics are often based on historical and cultural peculiarities. The course addresses the essential basics of civil law, which dominates in the European legal system, and common law, which dominates in the Anglo-Saxon legal system, and highlights the respective differences, special features and characteristics. In addition, the course gives a short overview over other legal systems and presents the basics of private international law - the area of law that determines the legal rules of which state actually apply to cross-border activities.European Union law plays a special role for international business activities due to many reasons: First, the EU is becoming more and more important as an economic area. Second, European Union law is supranational in a sense that it interacts with or even derogates national law of the EU member states. Given, third, the abundance of EU legislation and administrative action, EU law today constitutes an essential framework for economic activities within the EU. The course therefore provides students with a basic understanding of the sources of EU law, its application and interpretation as well as its enforcement in national and EU courts. Further, the course shows the impact of EU law on national legal systems. Finally, the course gives an overview over the major areas of EU economic regulation as well as the implications of EU primary law on economic activities.

Course Outcomes

On successful completion, students will be able to

- identify and distinguish between the main legal systems.
- develop an intercultural sensitivity for the different legal systems and the application of legal rules in the respective systems.
- apply the basic rules of private international law.
- understand the legal framework and interpret legal acts of the European Union.
- comprehend the impact of EU law on national legal systems.
- understand the areas of EU economic regulation and the implications of EU primary law on economic activities.
- understand the impact of the respective legal system(s) on entrepreneurial decisions.

Contents

1. Different Legal Systems, Comparative Law and Supranational Law
   - 1.1 National Legal Systems as Environment of International Business
   - 1.2 Basics of Comparative Law
   - 1.3 Introduction to EU Law

2. The Civil Law
   - 2.1 Civil Law in Continental Europe
   - 2.2 Application of Legal Rules
   - 2.3 Civil Law Court Practice
   - 2.4 Overview over Civil Law Systems outside of Continental Europe

3. The Common Law
   - 3.1 History and Development of Common Law
   - 3.2 Application of Legal Rules
   - 3.3 Common Law Court Practice
   - 3.4 Administrative Jurisdiction in Common Law Systems
   - 3.5 Overview over Common Law Jurisdictions and Mixed Systems

4. Other Legal Systems
   - 4.1 Former Socialist States
   - 4.2 Islamic Legal Systems

5. Private International Law
   - 5.1 Basic Principles of Private International Law
   - 5.2 Legal Sources of Private International Law
   - 5.3 Determination and Application of Substantive Law

6. European Union Law
   - 6.1 Legal Sources of European Union Law and Application of Legal Rules
   - 6.2 Main Areas of European Economic Regulation
   - 6.3 European Union Primary Law's Effect on Economic Activities
   - 6.4 Relationship between European Union Law and National Law

Literature
Compulsory Reading
Further Reading ▪ Brödermann, E. (2014): German and European Private International Law. Books on Demand. ▪ de Luca, N. (2021): European Company Law. 2nd Edition, Cambridge University Press, Cambridge. ▪ Dimatteo, L. (2021): International Business Law and the Legal Environment: A Transactional Approach. 4th Edition, Routledge, London. ▪ Vicari, A. (2021): European Company Law. 1st Edition, De Gruyter, Berlin. ▪ Vranken , M. (2015): Western Legal Traditions: A Comparison of Civil Law and Common Law. 1st Edition, Federation Press, Alexandria.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Exam or Advanced Workbook, 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

3. Semester

Management Accounting

Module Code: DLBMAE

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

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

Module Coordinator

Prof. Dr. Muhammad Ashfaq (Management Accounting)

Contributing Courses to Module

- Management Accounting (DLBMAE01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Management Accounting

On successful completion, students will be able to

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

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

Management Accounting

Course Code: DLBMAE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Management Accounting
   - 1.1 Financial vs. Management/Cost Accounting
   - 1.2 Definition of Cost
   - 1.3 Considering the Contemporary Business World Context
   - 1.4 Cost Behavior: Fixed and Variable Costs
2. Cost-Volume-Profit Analysis
   - 2.1 Break-Even Analysis
   - 2.2 Cost Structure and Operating Leverage
   - 2.3 Cost Structure and Variabilization

3. Simplistic Methods of Cost Allocation
   - 3.1 Cost Behavior: Direct and Indirect Costs
   - 3.2 The Need for Cost Allocation
   - 3.3 Predetermined Overhead Rate
   - 3.4 Departmental Overhead Rate
   - 3.5 Over- and Under-Application of Overhead

4. Activity-Based Costing
   - 4.1 The Rationale of Activity-Based Costing
   - 4.2 Implementing Activity-Based Costing

5. Overhead Analysis Sheet
   - 5.1 Departmental Cost Allocation
   - 5.2 Reciprocal Method
   - 5.3 Step Method

6. Relevant Cost Concepts
   - 6.1 Foundational Cost Concepts
   - 6.2 Replacement of Equipment
   - 6.3 Make or Buy
   - 6.4 Special Order
   - 6.5 Drop Product Line

7. Operating Budgets
   - 7.1 The Budgeting Process
   - 7.2 Sales Budget
   - 7.3 Production Budgets
   - 7.4 Administrative Expense Budget
   - 7.5 Budgeted Income Statement

8. Financial Budgets
   - 8.1 Cash Budget
   - 8.2 Conflicts and Pitfalls in Budgeting

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

DLBMAE01

Statistics: Probability and Descriptive Statistics

Module Code: DLBDSSPDS

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

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

Module Coordinator

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

Contributing Courses to Module

- Statistics: Probability and Descriptive Statistics (DLBDSSPDS01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Probability
- Random variables
- Joint distributions
- Expectation and variance
- Inequalities and limit theorems

Learning Outcomes

Statistics: Probability and Descriptive Statistics

On successful completion, students will be able to

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

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

Statistics: Probability and Descriptive Statistics

Course Code: DLBDSSPDS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Probability
   - 1.1 Definitions
   - 1.2 Independent events
   - 1.3 Conditional probability
   - 1.4 Bayesian statistics
2. Random Variables
   - 2.1 Random Variables
   - 2.2 Distribution functions and probability mass functions
   - 2.3 Important discrete probability distributions
   - 2.4 Important continous probability distributions

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Strategic Hospitality Management

Module Code: BWHO2-01_E

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

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

Module Coordinator

Prof. Dr. Kristina Sommer (Strategic Hospitality Management)

Contributing Courses to Module

- Strategic Hospitality Management (BWHO02-01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basics of Strategic Management in the Hospitality Industry
- Strategy Formulation and Selection
- Performance Measurement in the Hospitality Industry
- Basics of Human Resource Management in Hospitality Industry
- Hospitality Marketing Basics
- Operational Controlling in the Hospitality Industry
- Basics of Revenue Management

Learning Outcomes

Strategic Hospitality Management

On successful completion, students will be able to

- apply basic strategic knowledge.
- formulate and select strategies.
- analyze key figures.
- apply basic knowledge of human resource management and hospitality marketing in the context of the strategic direction of a hotel business.
- understand specifics of cost accounting and budgeting.
- apply basic knowledge of revenue 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 field of Hotel Management.	All Bachelor Programs in the Hospitality,Tourism & Event field

Strategic Hospitality Management

Course Code: BWHO02-01_E

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

Course Description

The demands on managers in the hospitality industry are constantly increasing. Basic knowledge from situation analysis to strategy implementation is therefore essential and will be taught in the course. In addition, basic knowledge about the collection and analysis of key figures up to performance measurement is acquired, as this is essential for the strategic control and continuous improvement of a hotel business. Furthermore, this course teaches the goals and tasks of human resource management as well as hospitality marketing in order to achieve the overall business objectives. Besides, knowledge of the specifics of cost accounting and budgeting in the hospitality industry is taught. The basics of revenue management are also considered.

Course Outcomes

On successful completion, students will be able to

- apply basic strategic knowledge.
- formulate and select strategies.
- analyze key figures.
- apply basic knowledge of human resource management and hospitality marketing in the context of the strategic direction of a hotel business.
- understand specifics of cost accounting and budgeting.
- apply basic knowledge of revenue management.

Contents

1. Basics of Strategic Management in the Hospitality Industry
   - 1.1 The Strategic Management Process
   - 1.2 Situation Analysis
   - 1.3 Mission, Vision, Guiding Principles
2. Strategy Formulation and Selection
   - 2.1 Strategy Formation
   - 2.2 Strategy Selection and Implementation

3. Performance Measurement in the Hospitality Industry
   3.1 Earnings and Profitability Ratios
   3.2 Key Figures of the Hospitality Industry
   3.3 Key Figure Analysis

4. Basics of Personnel Management in Hospitality Industry
   4.1 Goals and Tasks of Personnel Management
   4.2 Special Features of Personnel Management in the Hospitality Industry

5. Hospitality Marketing Basics
   5.1 Features of Hotel Marketing
   5.2 Derivation of the Objective and Strategy Definition
   5.3 Marketing Mix in the Hospitality Industry
   5.4 Current Trends in Hospitality Marketing

6. Operational Controlling in the Hospitality Industry
   6.1 Special Features of Cost Accounting
   6.2 Contribution Margin Accounting
   6.3 Budgeting

7. Basics of Revenue Management
   7.1 The Business Background
   7.2 Relevant Key Figures
   7.3 Revenue Management Instruments

Literature

Compulsory Reading

Further Reading

- Bowie, D. (2016) Hospitality Marketing. 3rd ed. Taylor & Francis, London.
- Cote, R. (2019): Hotel and Restaurant Accounting. 8. Edition. Educational Inst of the Amer Hotel, Orlando.
- Cousins, J. et al. (2019): Food and Beverage Management: For the Hospitality, Tourism and Event Industries. Goodfellow Publishers, Oxford.
- Dixit, S. K. (2017): The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism. Routledge, London.
- Ford, R. C.; Sturman, M.C. (2019): Managing Hospitality Organizations: Achieving Excellence in the Guest Experience. 2. Edition. SAGE Publications, Thousand Oaks.
- Gardini, M. A., Ottenbacher, M. and Schuckert, M. (2021) The Routledge companion to international hospitality management. Routledge, London.
- Hayes, D.; Ninemeier, J.; Miller, A. (2016): Hotel Operations Management. 3. Edition. Pearson, London.
- Helmold, M. (2020) Total Revenue Management (TRM): Case Studies, Best Practices and Industry Insights. Springer, Cham.
- Kotas, R. (2014): Management Accounting for Hotels and Restaurants. Routledge, London.
- Kotler, P.; Bown, J.; Makens, J.; Baloglu, S. (2016): Marketing for Hospitality and Tourism. 7. Edition. Pearson, London.
- Reynolds, D.; Rahman, I.; Barrows, C. W. (2021): Introduction to Hospitality Management. Wiley, New Jersey.
- Walker, J. (2016): Introduction to Hospitality Management. 5. Edition. Pearson, London.
- Weber, M. R.; Dennison, D. F. (2014): Strategic Hospitality Human Resources Management. Pearson, London.
- Wood, R. C. (2015): Hospitality management: a brief introduction. Sage, Newcastle.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Business Simulation: Tourism, Hospitality and Event

Module Code: DLBHMPTHE_E

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

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

Module Coordinator

N.N. (Business Simulation: Tourism, Hospitality and Event)

Contributing Courses to Module

- Business Simulation: Tourism, Hospitality and Event (DLBHMPTHE01_E)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Proof of participation in the simulation game, with a minimum score (passed / not passed)	

Weight of Module

see curriculum

Module Contents

The objectives of the module are to give the student the opportunity to carry out practical operational activities in the areas of Tourism, Hospitality and Event via a Business Management Simulation. Aspects of market analysis and segmentation, the marketing mix including PR and corporate identity are considered as well as the development of a mission statement, quality management, image and customer satisfaction. First and foremost, students must ensure the success and continued existence of their own business and meet their own targets.

Learning Outcomes

Business Simulation: Tourism, Hospitality and Event

On successful completion, students will be able to

- identify current topics in tourism, hospitality or event and to reflect on the context.
- point out general conditions for economic success in a dynamic competitive environment
- and take them into account.
- select and implement strategies to achieve targets.
- analyze and evaluate business data.
- make effective decision-making in a team.
- assess the implications of decisions

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 Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event fields

Business Simulation: Tourism, Hospitality and Event

Course Code: DLBHMPTHE01_E

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

Course Description

In the Business Simulation "Destination Management", students deal with topics from the fields of Tourism, Hospitality and Event in an application-oriented manner. The students assume the entrepreneurial responsibility of a hotel, tourism or event business. In doing so, each students is primarily responsible for ensuring the success of her/his own business and for meeting her/his own targets. At meetings of the tourism association, the students also decide together on strategies and projects that are to be implemented collectively to secure the future of the destination as a whole. With the Business Simulation, almost all areas of a tourism operation or company are addressed and covered (e.g. mission statement development, market analysis and segmentation, marketing mix incl. public relations and corporate identity, range/depth of offers, quality management, image and customer satisfaction). In addition, internal accounting with detailed cost accounting (cost-benefit analysis / contribution margin accounting, investment and capacity planning), financing and cash flow planning as well as market research reports provide the basis for students' decisions. The complexity of the tasks and decisions increases in the course of the simulation, while the time sequences remain the same.

Course Outcomes

On successful completion, students will be able to

- identify current topics in tourism, hospitality or event and to reflect on the context.
- point out general conditions for economic success in a dynamic competitive environment
- and take them into account.
- select and implement strategies to achieve targets.
- analyze and evaluate business data.
- make effective decision-making in a team.
- assess the implications of decisions

Contents

- In the PC and cloud-based business simulation "TOPSIM - Destination Management", students take on the management of various local tourism businesses (e.g. hotels, mountain railroads, sports/event service providers, tourism organization) in a mountain resort in the Alps. In the conflict between cooperation and competition, they have to represent their own interests with negotiating skills without losing sight of the bigger picture (success of the destination). The students discuss the advantages and disadvantages of various tourism promotion measures in this business simulation and develop negotiation skills for

representing their own interests. In addition, they decide and determine the long-term competitive strategy for the entire destination as a team. With the support of analyses, the participants select the instruments of the marketing mix in accordance with the needs of the various target groups. In addition, the students determine the capacity utilization of the entire destination and derive from this the investment requirements for their own operations and the destination. By carrying out a cost-benefit analysis, they determine the optimal seasonal duration of the destination and carry out operational financial and liquidity planning for both their own business and the destination.

Literature

Compulsory Reading

Further Reading

- Participants will be provided with the business simulation manual and all required documents as a download.
- The participants are required to read the manual at the start of the simulation, because it is used for active work.
- The documents are structured in such a way that students can work on them at their own choice of location and independently of time. The course materials are supplemented by tutorials from the simulation leader.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	Proof of participation in the simulation game, with a minimum score (passed / not passed)

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

DLBHMPTHE01_E

Corporate Finance and Investment

Module Code: DLBCFIE

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

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

Module Coordinator

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

Contributing Courses to Module

- Corporate Finance and Investment (DLBCFIE01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Corporate Finance and Investment

On successful completion, students will be able to

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

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

Corporate Finance and Investment

Course Code: DLBCFIE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Corporate Finance
   - 1.1 The Targets and Scope of Corporate Finance
   - 1.2 The Role of a Financial Manager
   - 1.3 The Financial Market Environment

2. Ownership and Corporate Governance
   - 2.1 Legal Types of Firms
   - 2.2 Agency Relations and Agency Problems in Corporations
   - 2.3 Institutional Investors, Incentives, and Market Control Mechanisms

3. Understanding Financial Statements and Key Performance Indicators
   - 3.1 Balance Sheets
   - 3.2 Income Statements
   - 3.3 Cash Flow Statements
   - 3.4 Measuring Performance: Key Performance Indicators

4. Basic Concepts of Financial Theory
   - 4.1 Time Value of Money and Cash Flow Streams
   - 4.2 Interest Rates: Determinants and Quotes
   - 4.3 Estimating the Cost of Capital

5. Types of Capital and Financing
   - 5.1 Equity Capital
   - 5.2 Debt Financing
   - 5.3 Leasing
   - 5.4 Financial Leverage and Capital Structure

6. Short-Term Financing Decisions
   - 6.1 Cash Budgets and Short-Term Financial Plans
   - 6.2 Treasury and Cash Management
   - 6.3 Working Capital Management

7. Capital Budgeting and Decision-Making Methods in Investment
   - 7.1 Capital Budgeting and Investments
   - 7.2 Incorporating Risk in Capital Budgeting Decisions
   - 7.3 Investment Rules and Decision-Making Methods

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBCFIE01

Foreign Language Italian

Module Code: DLFSI_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language Italian)

Contributing Courses to Module

- Foreign Language Italian (DLFSI01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

To learn and deepen Italian as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Foreign Language Italian

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Foreign Language Italian

Course Code: DLFSI01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Italian as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

DLFSI01_E

Foreign Language French

Module Code: DLFSF_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language French)

Contributing Courses to Module

- Foreign Language French (DLFSF01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

To learn and deepen French as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Foreign Language French

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Foreign Language French

Course Code: DLFSF01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of French as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

DLFSF01_E

Foreign Language Spanish

Module Code: DLFSS_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language Spanish)

Contributing Courses to Module

- Foreign Language Spanish (DLFSS01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

To learn and deepen Spanish as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Foreign Language Spanish

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Foreign Language Spanish

Course Code: DLFSS01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Spanish as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

DLFSS01_E

Foreign Language German

Module Code: DLFSG

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language German)

Contributing Courses to Module

- Foreign Language German (DLFSG01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

To learn and deepen German as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Foreign Language German

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Foreign Language German

Course Code: DLFSG01

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of German as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

DLFSG01

4. Semester

Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

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

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

Module Coordinator

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

Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Intercultural and Ethical Decision-Making

On successful completion, students will be able to

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

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

Intercultural and Ethical Decision-Making

Course Code: DLBCSIDM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Intercultural and Ethical Competence to Act
   - 1.1 Subject Areas, Terms, and Definitions
   - 1.2 Relevance of Intercultural and Ethical Action
   - 1.3 Intercultural Action - Diversity, Globalization, Ethics
2. Cultural Concepts
   - 2.1 Hofstedes Cultural Dimensions
   - 2.2 Culture Differentiation According to Hall
   - 2.3 Locus of Control Concept to Rotter

3. Culture and Ethics
   - 3.1 Ethics - Basic Terms and Concepts
   - 3.2 Interdependence of Culture and Ethics
   - 3.3 Ethical Concepts in Different Regions of the World

4. Current Topics in the Area of Interculturality, Ethics, and Diversity
   - 4.1 Digital Ethics
   - 4.2 Equality and Equal Opportunities
   - 4.3 Social Diversity

5. Intercultural Learning and Working
   - 5.1 Acculturation
   - 5.2 Learning and Working in Intercultural Groups
   - 5.3 Strategies for Dealing with Cultural Conflicts

6. Case Studies for Cultural and Ethical Conflicts
   - 6.1 Case Study: Interculturality
   - 6.2 Case Study: Diversity
   - 6.3 Case Study: Interculturality and Ethics

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ 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
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☑ Shortcast	☑ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Rooms Division Management

Module Code: DLBHORDM_E

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

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

Module Coordinator
N.N. (Rooms Division Management)

Contributing Courses to Module
▪ Rooms Division Management (DLBHORDM01_E)

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

Module Contents

- Basics of Hotel Classifications and Categories – comparison of National and International principles regarding their Similarities and Differences.
- Target Groups / Target Markets and their Influence on the Rooms Division Management with Regard to Organizational processes and Employee Qualification
- Guest Cycle - Pre-Arrival (Reservations), Arrival (Arrival, Check-in Procedure), Accommodation (Hotel Stay, Housing), Check-out (Check-out Procedure, Departure), & After-Service - and the Related Functions and Responsibilities of Rooms Division Management in order to Meet Guest Expectations
- The role of the Reservations Department Including Booking and Inventory Management, and its Importance from a Sales Perspective Including Room Rate Strategies and Yield Management
- Rooms Division Key Performance Indicators and Concepts, Guest Relations Management and Loyalty Programs
- Introduction to Housekeeping Management, its Duties and Procedures as well as Housekeeping Personnel Issues.
- Introduction of Specific IT Solutions regarding the Support of Operational Processes in the context of Hotel Management

Learning Outcomes

Rooms Division Management

On successful completion, students will be able to

- explain essential parts and processes of Rooms Division Management.
- understand specific operations and processes in the fields of Front office as well as reservations and guest management.
- demonstrate basic knowledge regarding the different types of rooms and their pricing structures as well as in yield management.
- name the most important housekeeping procedures.

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 Hotel Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Rooms Division Management

Course Code: DLBHORDM01_E

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

Course Description

This course teaches the basics of Rooms Division Management and clarifies the importance of this fundamental service within the hospitality industry with regards to guest expectations. The course demonstrates how the various departments within Rooms Division Management work together in a coordinated manner with the aim to successfully satisfy the expectations and demands of the guest on the one hand, while at the same time providing a pleasant working environment for the respective employees. Students will gain basic knowledge of Rooms Division Management. This includes the processes of reservations and booking forecasts as an essential part of Rooms Division Management as well as housekeeping. The course provides students with a good overview of this area and shows how it can be managed effectively. In addition, leading solutions of IT-based front and back office systems are presented and the importance of interconnectedness of processes is clarified.

Course Outcomes

On successful completion, students will be able to

- explain essential parts and processes of Rooms Division Management.
- understand specific operations and processes in the fields of Front office as well as reservations and guest management.
- demonstrate basic knowledge regarding the different types of rooms and their pricing structures as well as in yield management.
- name the most important housekeeping procedures.

Contents

1. Structural Features of the Hotel Industry
   - 1.1 Hotel Classification
   - 1.2 Target Markets and their Influence on Rooms Division Management
2. Organization of Hotel Operations Regarding Rooms Division Management
   - 2.1 Basics of Rooms Division Management - Organization and Processes
   - 2.2 Management Requirements within Rooms Division Management
   - 2.3 Rooms Division Management Structures

3. Guest cycle – Pre-Arrival, Arrival, Accommodation, Departure and After-Stay
   - 3.1 Front Desk: Arrival, Registration and Departure
   - 3.2 Front Office: System Requirements
   - 3.3 Guest-Front Office Interactions - A Multicultural Perspective.
4. Structure, Functions and Success Factors of PMS Software Solutions
   - 4.1 Fidelio, Opera and Related Software Solutions (Theoretical Introduction)
   - 4.2 Success Factors in Use and Data Maintenance
5. Reservations: Booking and Inventory Management
   - 5.1 The Reservation Department from a Sales Perspective
   - 5.2 Room Pricing Strategies
6. The Concept of Yield Management
   - 6.1 The Conceptual Foundations of Yield Management
   - 6.2 The Application of Yield Management
7. Key Performance Indicators
   - 7.1 The Benefits of Key Performance Indicators for the Hospitality Industry
8. Housekeeping: Organization and Planning
   - 8.1 Housekeeping Basics
   - 8.2 Personnel Management in Housekeeping
9. Guest Relationship Management, Loyalty and Customer Retention Programs
   - 9.1 Basics of Customer Loyalty
   - 9.2 Hotel Loyalty and Customer Retention Programs

Literature

Compulsory Reading

Further Reading

- Bardi, J. A. (2010): Hotel Front Office Management. 5th ed., Wiley, Hoboken (NJ).
- Chibili, M. N. (ed.) (2020): Modern Hotel Operations Management. Noordhoff Uitgevers, Groningen/Houten.
- Hayes, D. K./Ninemeier, J. D./Miller, A. A. (2016): Hotel Operations Management. 3rd ed., Pearson, London.
- Rutherford, D. G./O'Fallon, M. J. (2007): Hotel management and operations. 4th ed., Wiley, Hoboken (NJ).

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

DLBHORDM01_E

Sustainability Management in Tourism, Hospitality and Event

Module Code: DLBHMNMTHE_E

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

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

Module Coordinator
N.N. (Sustainability Management in Tourism, Hospitality and Event)

Contributing Courses to Module
▪ Sustainability Management in Tourism, Hospitality and Event (DLBHMNMTHE01_E)

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

Module Contents

- Sustainable Development of the Tourism, Hospitality and Event Industry
- Sustainable Tourism
- Guidelines and Codes
- Sustainable Management Systems
- Certifications and Audits
- Corporate Social Responsibility
- Eco-Labels in Tourism, Hospitality and Event
- Principles of Sustainable Design
- Overtourism

Learning Outcomes

Sustainability Management in Tourism, Hospitality and Event

On successful completion, students will be able to

- discuss concepts and theories related to sustainable development and have an awareness of the environmental, sociocultural, and economic impacts of tourism.
- identify the most important relevant guidelines and codes for the tourism, hospitality andevent industry.
- independently carry out the planning for a sustainable management system for a tourism, hospitality or event organisation.
- evaluate the importance of certifications of destinations, hospitality organizations andvenues.
- discuss the most important concepts of sustainable design and corporate social responsibility (CSR) and make qualified decisions.
- identify the phenomenon of overtourism, causes and effectsand develop countermeasures.

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 Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Sustainability Management in Tourism, Hospitality and Event

Course Code: DLBHMNMTHE01_E

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

Course Description

The course introduces students to the basic concepts, principles and practices of sustainable development both with a global perspective and related to the context of tourism, hospitality and events. Following an overview of commonly used terminology in sustainability, the basic principles of sustainable development are discussed. The course will analyze the environmental, social and economic impacts of the tourism industry. Further, students will learn to define and analyze sustainable management systems that provide tourism, hospitality and event companies to minimize or avoid environmental damage and ensure fair social exchange while staying profitable. The course also covers the application of certification schemes: using self-evaluation by tourism and hospitality companies or third-party audits. In addition to eco-labels in tourism, hospitality and events, the concept of corporate social responsibility will be introduced. Furthermore, the principles of sustainable design are explained in order find construction measures in the context of sustainability. Finally, the phenomenon of overtourism is discussed, so that the students learn about its causes and effects as well as possible counteractions.

Course Outcomes

On successful completion, students will be able to

- discuss concepts and theories related to sustainable development and have an awareness of the environmental, sociocultural, and economic impacts of tourism.
- identify the most important relevant guidelines and codes for the tourism, hospitality andevent industry.
- independently carry out the planning for a sustainable management system for a tourism, hospitality or event organisation.
- evaluate the importance of certifications of destinations, hospitality organizations andvenues.
- discuss the most important concepts of sustainable design and corporate social responsibility (CSR) and make qualified decisions.
- identify the phenomenon of overtourism, causes and effectsand develop countermeasures.

Contents

1. Sustainable Development in the Tourism, Hospitality and Event Industry.
   - 1.1 Terminology, Historical Perspective and Principles
   - 1.2 Economic, Environmental and Socio-Cultural Influences

2. Sustainable Tourism
   - 2.1 Definition and Principles
   - 2.2 Sustainable Destination Planning, Development and Management

3. Guidelines and Codes
   - 3.1 Overview of Existing Guidelines and Codes
   - 3.2 Guidelines and Codes in Practice

4. Sustainable Management Systems
   - 4.1 Definition of Sustainable Management Systems (SMS) and Comparison with Ecological Management Systems (EMS)
   - 4.2 Overview and Critical Evaluation ISO (ISO 14001) and EMAS
   - 4.3 Costs and Benefits Associated with SMS

5. Certifications and Audits
   - 5.1 Aim of the Review Process
   - 5.2 PDCA Cycle
   - 5.3 Steps of the Assessment Process and other Review Forms
   - 5.4 External Assessment by Third Parties

6. Eco-Labels in Tourism, Hospitality and Events
   - 6.1 Components and Functions
   - 6.2 Critical Evaluation of Certification Systems for Destinations
   - 6.3 Certifications in the Field of Hospitality and Events

7. Corporate Social Responsibility
   - 7.1 Introduction
   - 7.2 Classic Model
   - 7.3 Reporting Requirements
   - 7.4 Best Practices

8. Principles of Sustainable Design
   - 8.1 Principles and Concepts
   - 8.2 Passive versus Active Solar Technologies
   - 8.3 Overview and Critical Analysis of Current Best Practices

9. Overtourism
   - 9.1 Definition and Origins
   - 9.2 Effects of Overtourism
   - 9.3 Countermeasures

Literature

Compulsory Reading

Further Reading

- Dodds, R., Butler, R.W. (2019, Eds.): Overtourism. Issues, realities and solutions, de Gruyter, Berling/Boston.
- Han, H. (2021): Consumer behavior and environmental sustainability in tourism and hospitality: a review of theories, concepts, and latest research. In: Journal of Sustainable Tourism, 29(7), 1021-1042, DOI: 10.1080/09669582.2021.1903019
- Jenkins, I., Schröder, R. (2017, Eds.): Sustainability in Tourism: A Multidisciplinary Approach, Springer, Wiesbaden.
- Jones, M. (2017): Sustainable Event Management: A Practical Guide, Taylor & Francis Group.
- Melissen, F., Sauer, L. (2018): Improving Sustainability in the Hospitality Industry, Tayler & Francis Group.
- Sloan, P./Legrand, W./Chen, J. S. (2016): Sustainability in the Hospitality Industry. Principles of Sustainable Operations. third edition, Routledge, Oxford.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Planning and Development of Hospitality Businesses

Module Code: DLBHOPEH_E

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

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

Module Coordinator

Prof. Dr. Beverley Wilson-Wünsch (Planning and Development of Hospitality Businesses)

Contributing Courses to Module

- Planning and Development of Hospitality Businesses (DLBHOPEH01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basics in the Hospitality Industry
- Location Search and Planning in the Hospitality Industry
- Planning and Development of Hospitality Businesses
- Organizational Structure in the Hospitality
- Service Planning and Service Production
- Hospitality Real Estate Business

Learning Outcomes

Planning and Development of Hospitality Businesses

On successful completion, students will be able to

- define and understand the most important facts and relationships of hospitality management.
- know the importance of location and site planning for the success of the hospitality business
- explain the planning and development process of hospitality real estate.
- recognize and understand the special importance of real estate to hospitality businesses, how holistic building management works.
- know the basic forms of organizational structure in the Hospitality.
- master the basics of service planning and service production in the hotel.
- comprehensively assess the interrelationships of the service areas and to grasp their significance on the basis of facts from business practice, to develop plans as well as concepts and to find alternatives.

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 Hotel Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Planning and Development of Hospitality Businesses

Course Code: DLBHOPEH01_E

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

Course Description

The module teaches the basics of planning and developing hospitality businesses and services.

Course Outcomes

On successful completion, students will be able to

- define and understand the most important facts and relationships of hospitality management.
- know the importance of location and site planning for the success of the hospitality business
- explain the planning and development process of hospitality real estate.
- recognize and understand the special importance of real estate to hospitality businesses, how holistic building management works.
- know the basic forms of organizational structure in the Hospitality.
- master the basics of service planning and service production in the hotel.
- comprehensively assess the interrelationships of the service areas and to grasp their significance on the basis of facts from business practice, to develop plans as well as concepts and to find alternatives.

Contents

1. Basics in the Hospitality Industry
   - 1.1 The Structure of the Hospitality Industry
   - 1.2 Unique Characteristics of the Hospitality Industry
   - 1.3 Types and Forms of Businesses
   - 1.4 Common Job Roles in the Hospitality
2. Location Search and Planning in the Hospitality Industry
   - 2.1 Site Analysis, Identification and Policy
   - 2.2 Market Analysis and Market Concepts

3. Planning and Development of Hospitality Real Estate
   - 3.1 Building Shapes and Types
   - 3.2 Requirements from Developers and Operators
   - 3.3 Hospitality Architecture
   - 3.4 Hospitality Technology
   - 3.5 Hospitality Equipment and Furnishings
   - 3.6 Trends and Developments in Hospitality Design
   - 3.7 Current National and International Hospitality Projects

4. Organizational Structure in the Hospitality
   - 4.1 Basics of the Organizational Structure in Hospitality Operations
   - 4.2 Classic Organizational Structure
   - 4.3 Special Organizational Forms

5. Service Planning and Service Production in the Hospitality Industry
   - 5.1 Process Organization(s) in the Hospitality Business
   - 5.2 Planning Services in F&B
   - 5.3 Departments and Service Areas
   - 5.4 Purchase Planning
   - 5.5 Offer Planning

6. Hospitality Real Estate Business
   - 6.1 Hospitality Real Estate Life Cycle
   - 6.2 Building Management Basics
   - 6.3 Integrated Facility Management in the Hospitality Industry
   - 6.4 Outsourcing and Insourcing Concepts
   - 6.5 Contract Types and Agreement (e.g. SLA)

Literature

Compulsory Reading

Further Reading

- Bowie, D. (2016) Hospitality Marketing. 3rd ed. Taylor & Francis.
- Cousins, J. et al. (2019): Food and Beverage Management: For the Hospitality, Tourism and Event Industries. Goodfellow Publishers.
- Dixit, S. K. (2017): The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism. Routledge.
- Ford, R. C.; Sturman, M.C. (2019): Managing Hospitality Organizations: Achieving Excellence in the Guest Experience. 2. Edition. SAGE Publications.
- Gardini, M. A., Ottenbacher, M. and Schuckert, M. (2021) The Routledge companion to international hospitality management. New York; London Routledge,
- Hayes, D.; Ninemeier, J.; Miller, A. (2016): Hotel Operations Management. 3. Edition. Pearson.
- Kotler, P.; Bown, J.; Makens, J.; Baloglu, S. (2016): Marketing for Hospitality and Tourism. 7. Edition. Pearson.
- Penner, R.H.; Adams, L.; Rutes, W. (2013): Hotel Design, Planning and Development. 2. Edition. Routledge.
- Plunkett, D.; Reid, O. (2013): Detail in Contemporary Hotel Design. Laurence King Publishing.
- Reynolds, D.; Rahman, I.; Barrows, C. W. (2021): Introduction to Hospitality Management. Wiley.
- Walker, J. (2016): Introduction to Hospitality Management. 5. Edition. Pearson.
- Weber, M. R.; Dennison, D. F. (2014): Strategic Hospitality Human Resources Management. Pearson.
- Wood, R. C. (2015): Hospitality management: a brief introduction. Sage.

Study Format Distance Learning

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

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Distribution in Hospitality and Tourism

Module Code: DLBTOVHT_E

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

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

Module Coordinator

N.N. (Distribution in Hospitality and Tourism)

Contributing Courses to Module

- Distribution in Hospitality and Tourism (DLBTOVHT01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basics of Sales Management in Hotel and Tourism
- Sales and Consumer Perception
- Personal Selling and Sales Techniques
- The Negotiation Process
- Online and Mobile Sales Channels: E-Commerce vs. M-Commerce
- Structure and Functions of GDS, CRS and Sales-Related Back-Office Systems
- Sales and Social Media
- Trends in Hospitality Distribution
- Trends in Tourism Distribution

Learning Outcomes

Distribution in Hospitality and Tourism

On successful completion, students will be able to

- name the basics of sales management in hotel and tourism.
- describe the development of new distribution systems and channels and critically
- reflect on their significance.
- understand the basic structure as well as the functions of GDS, CRS and sales-relevant back-office systems.
- analyze current sales strategies of a hospitality/tourism company and develop possible alternatives.

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 Hotel Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Distribution in Hospitality and Tourism

Course Code: DLBTOVHT01_E

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

Course Description

In this course the basics of Distribution in Hospitality and Tourism are taught. Changes in sales due to new technologies are explained. Besides, the students get to know the different sales systems in hotel and tourism. Furthermore, students learn about the main tasks of a distribution management and gain a basic understanding of how sales managers can strategically use the different distribution systems. To this end, the course teaches the use and application of various distribution techniques to manage distribution in hotel and tourism. In addition, the course explains current developments and tools in the field of e-commerce and the resulting opportunities and challenges for distribution in hotel and tourism. Both the company and the user perspective are shown. Finally, students learn how data can be continuously collected, analyzed and interpreted in order to professionally manage and effectively use it in a distribution system.

Course Outcomes

On successful completion, students will be able to

- name the basics of sales management in hotel and tourism.
- describe the development of new distribution systems and channels and critically
- reflect on their significance.
- understand the basic structure as well as the functions of GDS, CRS and sales-relevant back-office systems.
- analyze current sales strategies of a hospitality/tourism company and develop possible alternatives.

Contents

1. Basics of Distribution in Hospitality and Tourism
   - 1.1 Distribution and Marketing Planning
   - 1.2 Changes in Distribution Management
   - 1.3 Trends in Hospitality and Tourism Distribution

2. Distribution and Consumer Perception
   - 2.1 Customer Benefit and Customer Value
   - 2.2 Changes in Customer Perception
   - 2.3 Different Types of Buyers
   - 2.4 Buying Motive and Buyer Decision Process
   - 2.5 Fit between Buyer Perception and Sales Strategy

3. Personal Selling and Sales Techniques
   - 3.1 Evolution of Personal Selling
   - 3.2 The Sales Process
   - 3.3 Sales Strategies
   - 3.4 Sales Techniques

4. The Negotiation Process
   - 4.1 Negotiation Planning and Preparation
   - 4.2 Negotiation Strategies

5. Online and Mobile Distribution Channels
   - 5.1 Types of Online and Mobile Distribution channels (OTAs, [Meta] Travel Search Engines, Topic-/Product-Based Search and Booking Engines, Travel/Review Portals).
   - 5.2 Impact of New Technologies in Hotel and Tourism Distribution
   - 5.3 E-Commerce Distribution Strategies

6. Structure, Modules and Functions of GDS, CRS and Distribution-Related Back-Office Systems
   - 6.1 Global Distribution Systems (Amadeus/TOMA, Galileo, Sabre)
   - 6.2 Computer Reservation Systems (Amadeus, Oracle Hospitality, Holidex)
   - 6.3 Distribution Relevant Back Office Systems (Amadeus, Oracle Hospitality: Micros Fidelio Opera)

7. Distribution and Social Media
   - 7.1 Distribution Practices in Social Media
   - 7.2 Opportunities and Risks in Social Media Distribution

8. Trends in Hospitality Distribution

9. Trends in Tourism Distribution

Literature
Compulsory Reading
Further Reading ▪ Bowie, D., (2017) Hospitality marketing, Routledge,London. ▪ Evangelos C., Sigala, M. (2012): Social Media in Travel, Tourism and Hospitality : Theory, Practice and Cases, Routledge, Farnham, Surrey, Burlington. ▪ Kotler, P., Bowen, J., Makens, J., Baloglu, S. (2016) Marketing for Hospitality and Tourism, Pearson, Harlow. ▪ Tranter, K.A., Stuart-Hill, T., Parker, J. (2013) An introduction to revenue management for the hospitality industry: principles and practices for the real world, Pearson, Harlow.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

International Contract Management

Module Code: DLBINTIWR_E

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

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

Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

Contributing Courses to Module

- International Contract Management (DLBINTIWR01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- The Four Phases of Contract Management
- Phase I: Offer Preparation
- Phase II: Negotiation
- Phase III: Implementation
- Phase IV: Analysis

Learning Outcomes

International Contract Management

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.
- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

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 Law	All Bachelor Programs in the Business & Management fields

International Contract Management

Course Code: DLBINTIWR01_E

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

Course Description

The internationalization of economic life has progressed steadily in recent decades. While business considerations often change little when borders are crossed, legal issues show quite a different pattern. After all, every country has its own legal system. By law, the rights and duties of those involved in economic life in different countries can vary or even contradict each other. However, the laws of the individual legal systems are primarily created for domestic situations. Also, questions arising in international economic transactions are largely answered by the individual states themselves, again quite independently and in their individual way. Often, only specialists in private international law are able to evaluate which rights and obligations apply by law. However, the acquisition of such special knowledge is neither practicable nor necessary for daily business practice. This course focuses on the subject area of contract management. Instead of submitting to an unclear legal situation, companies - even across national borders - can often determine their own binding rights and obligations. The means to achieve this is the contract. A contract is nothing more than the mutual promise of the parties to do something for each other. The questions to be answered follow the business logic of the transaction. If, for example, goods or services are purchased by payment, the parties must agree, for example, on when and where the goods are to be delivered, in which currency payment is to be made, and what is to be done in the event of a defect. Efficient contract management is therefore crucial for the success of the company, especially in an international context. In this course, its objectives, contents and methods will be presented. This course follows the chronological sequence of a project and identifies the four phases of contract management: proposal preparation, negotiation, execution and analysis. In each phase, contract management must face specific challenges. When preparing an offer, it is particularly important to transfer the business model into a contractually meaningful form. During negotiations, the practicability and profitability of the business model must be maintained. In the execution phase, the main focus is on securing and increasing results. Finally, the analysis enables "lessons learned" to be drawn for future business activities.

Course Outcomes

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.
- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

Contents

1. The Four Phases of Contract Management
   - 1.1 Definition of the Term “Contract Management”
   - 1.2 Goals of Contract Management
   - 1.3 The Phases of Contract Management
   - 1.4 Contract Management: Why?

2. Phase I: Offer Preparation
   - 2.1 The Bid Decision
   - 2.2 The Structure of the Contract at a Glance
   - 2.3 The Contract Components in Detail: Title, Preamble, Planned and Unplanned, and Final Provisions
   - 2.4 The Offer Preparation Process

3. Phase II: Negotiation
   - 3.1 The Submission of an Offer
   - 3.2 External Negotiation: Planned and "Win-Win", Unplanned and "Win-Lose"
   - 3.3 The Internal Process: Risk Quantification and Approval

4. Phase III: Implementation
   - 4.1 The Coming into Effect of the Contract: Offer Acceptance and Conditions Precedent
   - 4.2 Execution of the Contract and Warranty Period
   - 4.3 Objectives of Claim Management
   - 4.4 Claim Management as Conflict Management
   - 4.5 Conflict Resolution

5. Phase IV: Analysis
   - 5.1 Determining Success
   - 5.2 Deriving of “Lessons Learned"

Literature
Compulsory Reading
Further Reading ▪ Berkel, G. (2016). Contractmanagement.In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.), Business project management and marketing: Mastering business markets (pp. 159—206). Springer. ▪ Brett, J. M. (2014). Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries(3rd ed.). Jossey-Bass. ▪ Brunet, A., & Cesar, F. (2021). Contract management: Contractual performance, renegotiation, and claims: How to safeguard and increaseprofit margins. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBINTIWR01_E

5. Semester

Principles of Management

Module Code: DLBBAPM_E

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

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

Module Coordinator

Prof. Dr. Andreas Herrmann (Principles of Management)

Contributing Courses to Module

- Principles of Management (DLBBAPM01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

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

Learning Outcomes

Principles of Management

On successful completion, students will be able to

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

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

Principles of Management

Course Code: DLBBAPM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Management
   - 1.1 Functions, Roles and Skills of Managers
   - 1.2 Influencing Factors on Managers' Tasks
   - 1.3 History of Management
2. Managerial Decision-Making
   - 2.1 Decision-Making Process
   - 2.2 Approaches to Decision Making
   - 2.3 Types of Decisions and Decision-Making Conditions
3. Planning and Goal-Setting
   - 3.1 The Role of Planning
   - 3.2 Goals and Plans
   - 3.3 Setting Goals and Developing Plans

4. Strategic Planning
   - 4.1 Strategic Management
   - 4.2 The Strategic Management Process
   - 4.3 Corporate Strategies
   - 4.4 Competitive Strategies

5. Organizing
   - 5.1 Organizational Structures and Design
   - 5.2 Organizational Change
   - 5.3 Managing Change

6. Leading
   - 6.1 Interpersonal and Organizational Communication
   - 6.2 Organizational Behavior
   - 6.3 Leadership

7. Controlling
   - 7.1 The Control Process
   - 7.2 Tools for Measuring Organizational Performance

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ 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
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☑ Shortcast	☑ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Hospitality Revenue Management

Module Code: DLBHORM_E

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

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

Module Coordinator

N.N. (Hospitality Revenue Management)

Contributing Courses to Module

- Hospitality Revenue Management (DLBHORM01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Basic Understanding of Hospitality Revenue Management Analysis of Market and Demand
- Development of Different Pricing Models
- Development of Forecasts in Hospitality Revenue Management
- Analysis and Evaluation of Different Hospitality Revenue Management Systems Development of a Hospitality Revenue Strategy
- Hospitality Revenue Management in the Digital Age
- Possible Applications and Significance of IT-Based Technologies in Hospitality Revenue Management

Learning Outcomes

Hospitality Revenue Management

On successful completion, students will be able to

- understand the basics of Revenue Management in the hotel industry.
- identify and analyze the market and competitive structure in the hotel environment.
- create and calculate different pricing models for capacity optimization.
- develop a Hospitality Revenue Management system and a long-term Hospitality Revenue Management strategy.
- recognize the influences of digital media on a company's current sales strategies in the hospitality industry and actively integrate social media activities into the sales 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 Hotel Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Hospitality Revenue Management

Course Code: DLBHORM01_E

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

Course Description

This course teaches the basics of Revenue Management in the hotel industry and discusses current Hospitality Revenue Management approaches based on digital technologies. For example, reservation and yield management systems for different segments and their respective advantages and disadvantages will be presented. In addition, students will understand how demand and its various drivers influence the pricing of products and services in the hospitality industry. Moreover, students will be able to calculate optimal prices using different pricing techniques and models. Further, students will gain knowledge of how managers in the hospitality industry use various performance measures to calculate demand models and adjust them according to current market conditions. The course also teaches the effects of competition and how strategic decisions play out in an interactive marketplace. Likewise, competitive effects due to sales promotional measures are examined and their effects on the operational business are analyzed. Students will learn how Hospitality Revenue Management can be used to calculate and analyze the various forecasts and to use the results for developing sales strategies. In addition, the course teaches the use and application of various Hospitality Revenue Management approaches to actively manage fluctuations in demand. Finally, students will learn how online sales channels can be used professionally and effectively with the help of a Hospitality Revenue Management strategy. The effects of booking portals on hotels are discussed, as is the current debate on the pros and cons of booking and rating portals.

Course Outcomes

On successful completion, students will be able to

- understand the basics of Revenue Management in the hotel industry.
- identify and analyze the market and competitive structure in the hotel environment.
- create and calculate different pricing models for capacity optimization.
- develop a Hospitality Revenue Management system and a long-term Hospitality Revenue Management strategy.
- recognize the influences of digital media on a company's current sales strategies in the hospitality industry and actively integrate social media activities into the sales system.

Contents

1. Basics of Revenue/Yield Management
   - 1.1 History of Revenue Management in the Hospitality Industry
   - 1.2 Revenue Maximization
   - 1.3 Profit Optimization

2. Value - Customer-Oriented Instead of Profit-Oriented

3. Pricing and Strategy
   - 3.1 Price Differentiations
   - 3.2 Discount Effects
   - 3.3 Cost-Based Pricing
   - 3.4 Rule of Thumb
   - 3.5 The Hubbart Formula

4. Market and Competitive Analysis

5. Demand Determination - Forecast

6. Hospitality Revenue Management Approaches
   - 6.1 The Manual Approach
   - 6.2 The Software-Based Approach

7. Management of Distribution Channels
   - 7.1 Sales Channels Offline - Online
   - 7.2 Techniques for Controlling the Distribution Channels
   - 7.3 Influence of Social Media on the Price Structure

8. Use of Booking Reports

Literature

Compulsory Reading

Further Reading

- Alrawadieh, Z./Alrawadieh, Z./Cetin, G. (2021). Digital transformation and revenue management: Evidence from the hotel industry. Tourism Economics, 27(2), 328–345. https://doi.org/10.1177/1354816620901928
- Guillet, B.D. (2020): An evolutionary analysis of revenue management research in hospitality and tourism: Is there a paradigm shift? In: International Journal of Contemporary Hospitality Management, 32(2), 560–587. https://doi-org.ezproxy.umgc.edu/10.1108/IJCHM-06-2019-0515
- Hayes, D. K./Miller, A. A. (2011): Revenue Management For The Hospitality Industry. Wiley, Hoboken (NJ).
- Hayes, D.K./Hayes, D.H./Hayes, P.A. (2021): Revenue Management for the Hospitality Industry, 2nd Edition. Wiley.
- Huefner, R. (2015): Revenue Management: A Path to Increased Profits, 2nd Edition. Business Expert Press.
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- McGuire, K.A./Ho, J. (2015): Hotel Pricing in a Social World: Driving Value in the Digital Economy. Wiley
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- Szende, P. (2020): Hospitality Revenue Management: Concepts and Practices. Apple Academic Press.
- Vives, A./Jacob, M./Payeras, M. (2018). Revenue management and price optimization techniques in the hotel sector: A critical literature review. Tourism Economics, 24(6), 720–752. https://doi.org/10.1177/1354816618777590

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Crisis Management in Tourism, Hospitality and Event

Module Code: DLBHMKMTHE_E

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

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

Module Coordinator

N.N. (Crisis Management in Tourism, Hospitality and Event)

Contributing Courses to Module

- Crisis Management in Tourism, Hospitality and Event (DLBHMKMTHE01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

- Specific Framework Conditions
- General Principles of Crisis Management
- Crisis Typology
- Crisis Communication
- Crisis Management Cycle
- Customer Retention and Loyalty in Tourism, Hospitality and Event
- Best Practices in Tourism, Hospitality and Event

Learning Outcomes

Crisis Management in Tourism, Hospitality and Event

On successful completion, students will be able to

- apply the fundamentals of crisis management both theoretically and practically.
- convince Stakeholder groups of the necessity to establish a systematic crisis management concept in tourism-, hospitality- and event-related companies.
- independently evolve a crisis communication concept for a company.
- establish a crisis management cycle within in a company.
- evaluate the importance of crisis management on customer retention and loyalty.

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 Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Crisis Management in Tourism, Hospitality and Event

Course Code: DLBHMKMTHE01_E

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

Course Description

Currently - and more than ever - effective crisis management is an indispensable management tool in Tourism, Hospitality and Event. The professional establishment of a crisis management concept enables the respective companies on the one hand to ensure operational continuity and on the other hand, at best, to gain a competitive edge and an enhanced image. It is important to consider the framework conditions that make crisis management in Tourism, Hospitality and Event indispensable: the general security aspect in connection with travel as well as the crisis vulnerability of the industry as a whole. In addition to the basic theoretical knowledge of crisis management in general and crisis typology, the course also provides a practical approach to establishing professional crisis communication respectively a systematic crisis management cycle in the company. Furthermore, the extent to which professionally applied crisis management may contribute both to customer retention and loyalty is discussed. Finally, (current) best practices within the fields of Tourism, Hospitality and Event for the anticipatory introduction of a crisis management concept or active crisis management are presented.

Course Outcomes

On successful completion, students will be able to

- apply the fundamentals of crisis management both theoretically and practically.
- convince Stakeholder groups of the necessity to establish a systematic crisis management concept in tourism-, hospitality- and event-related companies.
- independently evolve a crisis communication concept for a company.
- establish a crisis management cycle within in a company.
- evaluate the importance of crisis management on customer retention and loyalty.

Contents

1. Specific Framework Conditions
   - 1.1 Importance of Safety when Traveling
   - 1.2 Vulnerability of the Industry to Crisis

2. General Principles of Crisis Management
   - 2.1 Explanations of Terms and Definitions
   - 2.2 Differentiation from Emergency Management (Escape Plans, general Emergency Drills, etc.)
   - 2.3 Crisis as an Opportunity

3. Crisis Typology
   - 3.1 Basic Crisis Types in Tourism, Hospitality and Event
   - 3.2 Assessment of Hazard Potential on the Basis of the Different Crisis Types

4. Crisis Communication
   - 4.1 Responsibilities
   - 4.2 Communication Channels and Media
   - 4.3 Rhetoric and Anticipatory Creation of Communication Materials.

5. Crisis Management Cycle
   - 5.1 Anticipation/Avoidance
   - 5.2 Readiness
   - 5.3 Action
   - 5.4 Business Continuity
   - 5.5 Learning process

6. Customer Retention & Loyalty in Tourism, Hospitality and Event
   - 6.1 Confidence-Building Measures Based on an Established Crisis Management System
   - 6.2 Integration of Crisis Management Measures into Corporate Marketing

7. Best Practices in Tourism, Hospitality and Event
   - 7.1 Current best Practices in Tourism
   - 7.2 Current best Practices in the Hospitality Sector
   - 7.3 Current best Practices in the Event Sector

Literature
Compulsory Reading
Further Reading ▪ Glaesser, D. (2006): Crisis management in the tourism industry. Butterworth-Heinemann, Oxford. ▪ Jiang, W./Ritchie, B./Verreynne, M. (2019): Building tourism organizational resilience to crises and disasters: a dynamic capabilities view. In: International Journal of Tourism Research, 23. Jg., Heft 6, S. 882-901. ▪ Pappas, N. (2019): Crisis management communications for popular culture events. In: Event Management, 23. Jg., Heft 4, S. 656-667. ▪ Zech, N. (2015): The role of stakeholder relationship management – crisis management processes within the hotel industry in a tourism context. In: Expert Journal of Business and Management, Jg. 3, Heft 1, S. 27-37. ▪ Zech, N. (2018): Crisis management within the hotel industry – ensuring business continuity and establishing a competitive advantage. In: Ehlen, T./Scherhag, K. (Hrsg.): Aktuelle Herausforderungen in der Hotellerie Innovation und Trends. Erich Schmidt Verlag, Berlin, S. 39-50.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Exam or Written Assessment: Case Study

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

Seminar: Current Issues in Tourism, Hospitality and Event

Module Code: DLBHMATTHE_E

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

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

Module Coordinator

N.N. (Seminar: Current Issues in Tourism, Hospitality and Event)

Contributing Courses to Module

- Seminar: Current Issues in Tourism, Hospitality and Event (DLBHMATTHE01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

The module offers students and lecturers the opportunity to decide together which topics are particularly important at this point of their studies. The focus depends on current developments in tourism, hospitality and events. Examples of content may include new forms and trends in tourism, hospitality and events, such as social media, digitalization, hybrid events, sharing economy.

Learning Outcomes

Seminar: Current Issues in Tourism, Hospitality and Event

On successful completion, students will be able to

- explain current topics in tourism, hospitality or event.
- conduct a scientific literature search.
- discuss clearly and critically assess gained knowledge.
- implement the methodology learned to develop a seminar paper.
- write a scientific paper on current topics using literature 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 Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Seminar: Current Issues in Tourism, Hospitality and Event

Course Code: DLBHMATTHE01_E

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

Course Description

The course deals with special current topics of tourism, hospitality and event management. Students are familiarized with the specifics of scientific work. In particular, the areas of research, methodological approach and analysis will be addressed. In accordance with the tutor, the students select a specific topic from the provided topic catalog and work on it.

Course Outcomes

On successful completion, students will be able to

- explain current topics in tourism, hospitality or event.
- conduct a scientific literature search.
- discuss clearly and critically assess gained knowledge.
- implement the methodology learned to develop a seminar paper.
- write a scientific paper on current topics using literature research.

Contents

- Students deal with current developments in the fields of tourism, hospitality and event. For each of the areas there are different topics. The students select one of them to work on scientifically.
  - Current developments in the international tourism, hospitality and event sector
  - Current markets
  - Current developments on the supplier side and their effects
  - Current developments on the demand side and their effects

Literature
Compulsory Reading
Further Reading ▪ Publications of OECD, UNWTO, UFI The Global Association of the Exhibition Industry, MPI Meeting Professionals International, SITE Society for Incentive Travel Excellence ▪ CIM Conference & Incentive Management ▪ Current Issues in Tourism ▪ Event Management ▪ Event Partner ▪ Event Rookie ▪ Hotel Management ▪ Journal of Convention & Event Tourism ▪ Journal of Hospitality & Tourism Research ▪ Journal of Travel Research ▪ Tourism Management ▪ Tourism Review

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

Information about the examination	
Examination Admission Requirements	**BOLK:** 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

Gastronomy and Catering

Module Code: DLBHOGUC_E

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

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

Module Coordinator

N.N. (Gastronomy Management) / N.N. (Catering Management)

Contributing Courses to Module

- Gastronomy Management (DLBHOGUC01_E)
- Catering Management (DLBHOGUC02_E)

Module Exam Type

Module Exam	Split Exam
	Gastronomy Management • Study Format "Distance Learning": Exam, 90 Minutes Catering Management • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Gastronomy Management

- Overview of Concepts and Terminologies in Gastronomy
- Analysis of Organizational Processes and Procedures in the Gastronomy Industry
- Restaurant and Gastronomy Concept
- Gastronomy Management
- Current Trends in Gastronomy

Catering Management

- History and Concept of Catering
- Analysis and Overview of the Catering Industry
- Different Forms of Catering
- Materials Management in Catering
- Hygienic, Quality and Safety-Related Topics in Catering Management
- Current Trends in Catering Management

Learning Outcomes

Gastronomy Management

On successful completion, students will be able to

- understand and outline the historical evolution of gastronomy.
- explain the main concepts of gastronomy.
- name and apply organizational procedures in the food service industry.
- compare the different forms of services in the gastronomy sector.
- outline the cost structures in the restaurant industry and perform a calculation, including a break-even analysis.
- explain and apply the principles of inventory management.
- identify, analyze and evaluate the challenges and opportunities for the gastronomy sector in the digital age.
- analyze and critically reflect on aspects of sustainability in the restaurant industry.

Catering Management

On successful completion, students will be able to

- explain the term ‘catering’ and place it in the overall context of the catering industry.
- identify and analyze the similarities and differences of each form of catering compared to other types of food & beverage services.
- explain the various specific hygiene regulationsin order to
- ensure quality standards in food handling.
- name other additional services that catering companies provide.
- develop customer-oriented catering concepts for the various target groups.
- identify, analyze and critically evaluate current trends in the catering industry.

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 Event Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Gastronomy Management

Course Code: DLBHOGUC01_E

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

Course Description

In our highly mobil society, Food Away From Home (FAFH) is becoming increasingly important. The diverse gastronomic landscape can be divided into four areas: In the hotel industry, gastronomy is a key business area and, depending on the given structure and orientation, also a major driver of the turnover.At the same time, it also tends to generate the biggest operational cost pool. As a rule, the gastronomy sector consists of the restaurant, bar, café, banquet department, floor service, kitchen, purchasing, merchandise usage control, dishwashing and crockery (stewarding), service bar/coffee kitchen, and possibly party or catering services. This course first looks at the history of gastronomy and the various terminologies used, before identifying and analyzing the different service systems and associated processes. In addition to organizational workflows, the course also examines various aspects of restaurant design. Given the pre-eminent role of cost control in restaurant management, cost structures and pricing in the restaurant industry are explained and analyzed in great detail. Furthermore, the course explores the different steps involved in trade show organization. In addition to the current trends and challenges facing the restaurant industry in today's digital age, various aspects of sustainable gastronomy are analyzed and critically reflected.

Course Outcomes

On successful completion, students will be able to

- understand and outline the historical evolution of gastronomy.
- explain the main concepts of gastronomy.
- name and apply organizational procedures in the food service industry.
- compare the different forms of services in the gastronomy sector.
- outline the cost structures in the restaurant industry and perform a calculation, including a break-even analysis.
- explain and apply the principles of inventory management.
- identify, analyze and evaluate the challenges and opportunities for the gastronomy sector in the digital age.
- analyze and critically reflect on aspects of sustainability in the restaurant industry.

Contents

1. History and Terminologies in Gastronomy
   - 1.1 The History of Gastronomy
   - 1.2 Terminologies in Gastronomy

2. Delivery Systems in Gastronomy
   - 2.1 Organizational Structures
   - 2.2 Various Forms of Gastronomy
   - 2.3 Needs Structure

3. Restaurant Design and Development
   - 3.1 Stages of Conceptual Design and Planning
   - 3.2 Restaurant Design

4. Cost Structure in the Restaurant Industry
   - 4.1 Sales/Profit Analysis
   - 4.2 Break-Even Analysis
   - 4.3 Standard Costs and Price Calculation

5. Procurement and Inventory Management
   - 5.1 Purchasing and Procurement Marketing
   - 5.2 Principles of Inventory Control
   - 5.3 Inventory Management and Inventory Turnover

6. Online Challenges and Opportunities for the Restaurant Industry
   - 6.1 Social Media
   - 6.2 Online Ordering and Internet Portals
   - 6.3 Reservation and Rating Portals

7. Sustainable Restaurant Management
   - 7.1 Food Waste and Waste Policy
   - 7.2 Energy and Water Consumption
   - 7.3 Sustainable Purchasing and Marketing

8. New Trends and Developments in Gastronomy
   - 8.1 Digitization
   - 8.2 Structural Change in the Food Sector
   - 8.3 Take-Away

Literature
Compulsory Reading
Further Reading ▪ Civitello, L. (2011). Cuisine and Culture. A History of Food and People. (3rd Edition). Wiley. ▪ Meyer, D. (2010). Setting the Table: The Transforming Power of Hospitality in Business. Marshall Cavendish Ltd. ▪ Murano, P. (2002). Understanding Food Science and Technology. Wadsworth. ▪ Ijabadeniyi, O. A. (2020). Food Science and Technology. Trends and Future prospects. De Gryuter. ▪ Sloan, P., Legrand, W., Hindley, C. (2015). The Routledge Handbook of Sustainable Food and Gastronomy. Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Catering Management

Course Code: DLBHOGUC02_E

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

Course Description

This course covers a number of very different types and forms of catering services. Business, care, transport, school, university, stadium, trade fair and event catering, but also the vending machine market and non-food catering, are all key fields of interest for catering companies. After exploring the basics of catering, the course moves on to the equally important areas of catering technology, catering law and catering marketing, focusing especially on procurement, quality and hygiene management and the specific demands of transport and logistics. The course also explains how to develop customer-oriented catering concepts and concludes with an outlook on current trends in catering.

Course Outcomes

On successful completion, students will be able to

- explain the term ‘catering’ and place it in the overall context of the catering industry.
- identify and analyze the similarities and differences of each form of catering compared to other types of food & beverage services.
- explain the various specific hygiene regulationsin order to
- ensure quality standards in food handling.
- name other additional services that catering companies provide.
- develop customer-oriented catering concepts for the various target groups.
- identify, analyze and critically evaluate current trends in the catering industry.

Contents

1. Concept and History of the Catering Business
   - 1.1 Catering in the Context of Out-Of-Home Catering
   - 1.2 The Development of Mass Catering and the Catering Business
   - 1.3 Operator and Management Models
   - 1.4 The German Catering Market
2. Sectors of Contract Catering
   - 2.1 Business Catering
   - 2.2 Education Catering
   - 2.3 Care Catering
   - 2.4 Traffic Catering

3. Event and Sports Catering
- 3.1 Stadium Catering
- 3.2 Trade Fair Catering
- 3.3 Event Catering

4. Materials Management in Catering
- 4.1 Procurement and Logistics Management
- 4.2 Central Purchasing
- 4.3 Storage

5. Food Hygiene: Legal Basis and Practice in Catering
- 5.1 Legal Requirements
- 5.2 Good Hygiene Practice (GHP)
- 5.3 HACCP
- 5.4 Special Requirements in Catering

6. Catering Specialties
- 6.1 Transportation
- 6.2 Human Resources
- 6.3 Additional Services

7. Current Trends in the Catering Business
- 7.1 Marketing and Online Portals
- 7.2 Cook & Chill
- 7.3 Superfoods

8. Green Catering Perspectives
- 8.1 What is Green Catering?
- 8.2 Measures and Criteria
- 8.3 Perspectives

Literature
Compulsory Reading
Further Reading ▪ Foskett, D., Paskins, P., Rippington, N., Pennington, A. (2021). The Theory of Hospitality and Catering. (14th Edition). Hodder Education. ▪ Boella, M. J. (2013). Human Resource Management in the Hotel and Catering Industry. (9th Edition). Taylor and Francis. ▪ Scanlon, N. L. (2012). Catering Management. (4th Edition). Wiley . ▪ Sloan, P., Legrand, W., Hindley, C. (2015). The Routledge Handbook of Sustainable Food and Gastronomy. Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Tourism Management

Module Code: BWTO-01_E

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

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

Module Coordinator

N.N. (Tourism Management I) / N.N. (Tourism Management II)

Contributing Courses to Module

- Tourism Management I (BWTO01-01_E)
- Tourism Management II (BWTO02_E)

Module Exam Type

Module Exam	Split Exam
	Tourism Management I • Study Format "Distance Learning": Exam, 90 Minutes Tourism Management II • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Tourism Management I

- Features of the Tourist Product
- Terms, Definitions and the Economic Importance of the Tourism Industry
- Tourism Products from the Customer and Supplier Perspective: Travel Motivation, Information and Decision-Making, Quality, Value Chain
- Overview of the most Important Suppliers, their Products and their Competitive Position
- Quality in Tourism, Trends

Tourism Management II

- Experience Design in Tourism
- Tourist Transport Modes and their Importance
- Low Cost, Yield Management and Business Models
- Tour Operator Industry: Market Development, Products and Strategies
- Travel Agency Sector: Market Development, Distribution Forms, Strategies
- Travel Agencies and Tour Operators in Competition

Learning Outcomes

Tourism Management I

On successful completion, students will be able to

- understand and apply tourism terminology.
- explain the special features of tourism products and understand their significance for the competitive situation of different suppliers.
- describe different subsectors of the tourism market and to discuss the respective specifics.
- understand and analyze the customer side with its needs in order to be able to consider these in distribution or in the development of products.
- compare the characteristics of different suppliers and thus to achieve successful strategies as well as anticipate the impact of future market events on competitive participants.
- transfer the influence of current and future social trends on tourism and to derive the effects of tourism trends on the industry and its individual subsectors.
- identify the determining competitive forces and developments in the market and understand their interrelationships so that these findings can be applied to submarkets and specific issues and future developments can be classified and evaluated.

Tourism Management II

On successful completion, students will be able to

- assess the importance of experiences and apply techniques to create experiences.
- assess the importance of different modes of transport and identify influences on tourism from the analysis of the developments in aviation and transfer as well as discuss strategies to tourism sectors.
- understand different submarkets in tourism in their historical development until today so that they are able to evaluate, anticipate, and contextualize future developments and derive implications and necessary actions for the various competitive participants.
- evaluate the current and future competitive position of tour operators and package tours and identify future trends and success factors.
- present different distribution channels, understand the travel agency as the traditional main distribution channel, relate past success factors of this distribution channel to the development of online distribution and understand the resulting shift in the relationship between tour operators and traditional distribution.
- identify new market forces and new competitors and anticipate their impact also on upcoming market developments so that future market challenges can be identified, and students can respond to 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 field of Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Tourism Management I

Course Code: BWTO01-01_E

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

Course Description

The course looks at the tourism industry with its various providers in particular. For this purpose, the common technical terms are explained and differentiated from each other at the beginning and the special features of the tourism product are shown. By means of key figures, data and facts, the various submarkets, providers and target groups are presented, thus providing an overview of the tourism market. In order to understand the demand side, the motivation of customers, their information and decision-making processes as well as the importance of quality are explained and the significance of experiences in the conception of tourism products is elaborated. An overview of the suppliers of tourism products is presented and their interaction in the creation of a travel product is shown. After an overview of the most important destinations, the management of destinations, attractions and theme parks, events, cruises as well as the business travel market are dealt with in depth. Finally, current as well as emerging trends are highlighted as influencing factors for upcoming developments in the market.

Course Outcomes

On successful completion, students will be able to

- understand and apply tourism terminology.
- explain the special features of tourism products and understand their significance for the competitive situation of different suppliers.
- describe different subsectors of the tourism market and to discuss the respective specifics.
- understand and analyze the customer side with its needs in order to be able to consider these in distribution or in the development of products.
- compare the characteristics of different suppliers and thus to achieve successful strategies as well as anticipate the impact of future market events on competitive participants.
- transfer the influence of current and future social trends on tourism and to derive the effects of tourism trends on the industry and its individual subsectors.
- identify the determining competitive forces and developments in the market and understand their interrelationships so that these findings can be applied to submarkets and specific issues and future developments can be classified and evaluated.

Contents

1. Features of the Tourism Product
   - 1.1 What are Tourism Products?
   - 1.2 Tourism Products are Intangible
   - 1.3 Tourism Products are Highly Perishable
   - 1.4 Tourism Products are Heterogeneous
   - 1.5 Users' Presence is Essential for Tourism Products

2. Introduction to the Tourism Industry
   - 2.1 The Economic Importance of the Tourism Industry
   - 2.2 Terms and Definitions

3. The Customer Side: Why do People actually Travel?
   - 3.1 Travel Motivation
   - 3.2 Risks in the Travel Decision
   - 3.3 Travel Information
   - 3.4 Travel Decision

4. The Supply Side in Tourism
   - 4.1 The System of Tourism
   - 4.2 The Value Chain
   - 4.3 Tourism as a Virtual Product

5. Destinations and Target Areas
   - 5.1 Overview of the Main Destinations and Travel Flows Worldwide
   - 5.2 Travel Behavior of the German Population
   - 5.3 Introduction to Destination Management
   - 5.4 Attractions & Theme Parks
   - 5.5 Events
   - 5.6 Cruises
   - 5.7 Business Travel

6. Quality in Tourism
   - 6.1 Definitions
   - 6.2 Content Dimensions of Quality
   - 6.3 Temporal Dimensions of Quality

7. Trends in Tourism
   - 7.1 Social Trends
   - 7.2 Trends and Developments in Tourism

Literature

Compulsory Reading

Further Reading

- Coghlan, A. (2019). An Introduction to Sustainable Tourism. Goodfellow Publishers Limited.
- Cooper, C., Wanhill, S. (2012). Essentials of Tourism. Harlow Pearson New York, NY Addison Wesley Longman
- Gilbert, D., Fletcher, J., Fyall, A., Wanhill, S. (2017). Tourism: Principles and Practice. Pearson Education Limited.
- Inkson, C, Minnaert, L. (2018). Tourism Management: An Introduction. SAGE Publications.
- Jauhari, V. (2014). Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future. Oakville, Canada [et al.] Apple Academic Press.
- Kozak, M. (2013). Tourism Marketing: On Both Sides of the Counter. Cambridge Scholars Publishing.
- Page, S. J., Connell, J. (2014). Tourism. 4th Ed.: A Modern Synthesis. Cengage Learning.
- Panosso Netto, A. & Lohmann, G. (2016). Tourism Theory: Concepts, Models and Systems. CAB International.
- Séraphin, H. & Yallop, A. C. (2020). Overtourism and Tourism Education: A Strategy for Sustainable Tourism Futures. Taylor & Francis.
- Weaver, D. & Lawton, L. (2014). Tourism Management. Milton, AUS Wiley Australia.
- Zamparini, L. (2021). Sustainable Transport and Tourism Destinations. Emerald Publishing Limited.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Tourism Management II

Course Code: BWTO02_E

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

Course Description

The in-depth course first provides an overview of the design of experiences in tourism. After a synopsis of the most important modes of transport and their importance for tourism, the aviation market is identified as an essential upstream industry. With business models, yield management and low-cost concepts, management techniques and strategies are illustrated and applied to core tourism sectors. With tour operators as the producers of travel and the distribution of tourism products, the topics covered in the introductory course are completed with two core topics of the industry. For this purpose, first the term and the tasks of the tour operator are defined with the corresponding legal consequences and the product package tour with its characteristics is discussed. This is followed by a presentation of the developments in the tour operator market and a discussion of the current competitive situation of tour operators with current competitive strategies of tour operators. For the distribution of tourism products, the classic direct and indirect distribution channels are explained, and their characteristics are elaborated. The growing importance of online distribution is highlighted and the resulting changes in the competitive parameters in tourism distribution (especially for travel agencies) are conveyed. The course concludes with an overview of the relationship between tour operators and travel distribution, covering the topics of commissions, the current market position of traditional distribution, new challenges in the relationship with customers, and an outlook on upcoming changes and their impact on market participants.

Course Outcomes

On successful completion, students will be able to

- assess the importance of experiences and apply techniques to create experiences.
- assess the importance of different modes of transport and identify influences on tourism from the analysis of the developments in aviation and transfer as well as discuss strategies to tourism sectors.
- understand different submarkets in tourism in their historical development until today so that they are able to evaluate, anticipate, and contextualize future developments and derive implications and necessary actions for the various competitive participants.
- evaluate the current and future competitive position of tour operators and package tours and identify future trends and success factors.
- present different distribution channels, understand the travel agency as the traditional main distribution channel, relate past success factors of this distribution channel to the development of online distribution and understand the resulting shift in the relationship between tour operators and traditional distribution.
- identify new market forces and new competitors and anticipate their impact also on upcoming market developments so that future market challenges can be identified, and students can respond to them independently.

Contents

1. Experience Design in Tourism
   - 1.1 Experiences as Opposed to Tangible Goods and Services
   - 1.2 The Importance of Experiences for Suppliers and Consumers
   - 1.3 Experience Design in Practice
   - 1.4 Psychological Mechanisms of Experience Shaping

2. Modes of Transport in Tourism
   - 2.1 Modes of Transport in Tourism
   - 2.2 Bus Tours
   - 2.3 Rail Travel

3. Air Transport and Tourism
   - 3.1 Historical Development of Air Transport
   - 3.2 The Emergence of Modern Air Transport
   - 3.3 Air Transport, Politics and Modern Tourism

4. Business Models in Air Transport
   - 4.1 Traditional Business Model
   - 4.2 Virtual Business Model
   - 4.3 Aviation Business Model

5. The Low-Cost Principle
   5.1 Background of the Low-Cost Carriers
   5.2 The System of Low Cost

6. Yield or Revenue Management
   6.1 The Business Background
   6.2 What is Yield Management?
   6.3 Price Differentiation
   6.4 Overbooking

7. Tour Operator
   7.1 What is a Tour Operator?
   7.2 The Product: The Package Tour
   7.3 The Development of the Tour Operator Market
   7.4 Tour Operators in Competition
   7.5 Horizontal Integration
   7.6 Vertical Integration

8. Travel Distribution
   8.1 Distribution in Tourism
   8.2 Direct and Indirect Sales
   8.3 What exactly is a Travel Agency?
   8.4 Travel Agencies from the Perspective of the Tour Operator

9. Tour Operators and Travel Distributors in Competition
   9.1 The Relationship between Tour Operators and Travel Agencies
   9.2 Commissions and their Significance as a Competitive Tool
   9.3 The Position of Travel Agencies in the Market
   9.4 The Relationship between Travel Agencies and Customers
   9.5 Structural Changes and Outlook
   9.6 Online Travel Agencies (OTA)

Literature

Compulsory Reading

Further Reading

- Coghlan, A. (2019). An Introduction to Sustainable Tourism. Goodfellow Publishers Limited.
- Cooper, C. & Wanhill, S. (2012). Essentials of Tourism. Harlow Pearson New York, NY Addison Wesley Longman
- Gilbert, D.; Fletcher, J.; Fyall, A.; Wanhill, S. (2017). Tourism: Principles and Practice. Pearson Education Limited.
- Holland, J. & Leslie, D. (2017). Tour Operators and Operations: Development, Management and Responsibility. CABI.
- Inkson, C. & Minnaert, L. (2018). Tourism Management: An Introduction. SAGE Publications.
- Jauhari, V. (2014). Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future. Oakville, Canada [et al.] Apple Academic Press.
- Kozak, M. (2013). Tourism Marketing: On Both Sides of the Counter. Cambridge Scholars Publishing.
- Lück, M. & Gross, S. (2016). The Low Cost Carrier Worldwide. (2016). Taylor & Francis.
- Page, S. J. & Connell, J. (2014). Tourism, 4th Ed.: A Modern Synthesis. Cengage Learning.
- Panosso Netto, A. & Lohmann, G. (2016). Tourism Theory: Concepts, Models and Systems. CAB International.
- Poutier, E. & Legohérel, P. (2013). Revenue Management for Hospitality and Tourism. Goodfellow.
- Séraphin, H. & Yallop, A. C. (2020). Overtourism and Tourism Education: A Strategy for Sustainable Tourism Futures. Taylor & Francis.
- Weaver, D. & Lawton, L. (2014). Tourism Management. Milton, AUS Wiley Australia.
- Zamparini, L. (2021). Sustainable Transport and Tourism Destinations. Emerald Publishing Limited.
- Tacker, T.; Vasigh, B.; Fleming, K. (2018). Introduction to Air Transport Economics: From Theory to Applications. Taylor & Francis.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Event Management

Module Code: BWEM_E

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

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

Module Coordinator

N.N. (Event Management I) / N.N. (Event Management II)

Contributing Courses to Module

- Event Management I (BWEM01_E)
- Event Management II (BWEM02_E)

Module Exam Type

Module Exam	Split Exam
	Event Management I • Study Format "Distance Learning": Exam, 90 Minutes Event Management II • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Event Management I

- Introduction to Event Management
- Event Formats
- Organizations and Institutions in the Event Industry
- Event Planning
- Financial Management of Events
- Human Resource Management of Events
- Event Implementation
- Risk Management and Legal Aspects
- Event Evaluation

Event Management II

- Events in an International Context
- International Business Events
- International Sports Events
- International Cultural and Festival Events
- Sponsorship and Sponsorship Management in the Event Industry
- Corporate Social Responsibility in the Event Industry
- Sustainability Management in the Event Industry
- Green Meetings and Events

Learning Outcomes

Event Management I

On successful completion, students will be able to

- understand the scope of the event industry and related areas, organizations and stakeholders as well as players in the event industry.
- know and reflect the main event formats used by companies, organizations and institutions as a communication medium.
- assess and understand the needs of various event stakeholders and their objectives.
- understand in theory how to plan, organize and execute events and to analyze as well as understand the operational functional areas related to events.
- know and categorize different event evaluation tools and its methods.

Event Management II

On successful completion, students will be able to

- understand the importance of events in international and global markets.
- recognize the importance of intercultural aspects of events in an international context.
- identify and analyze the challenges and modes of action that are expected of effective event management at international events.
- recognize the need and requirement for sustainable event management and understand how to plan, implement and evaluate sustainability at events.

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 Event Management	All Bachelor Programs in the Hospitality, Tourism & Event fields

Event Management I

Course Code: BWEM01_E

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

Course Description

Trade fairs, exhibitions, conferences in a scientific, economic or political context, corporate marketing events or public sports and cultural events - the event industry is diverse. Companies use events for product presentations; but they have also found their place as an effective communication tool in corporate marketing as employee or customer-oriented events. Institutions from politics, business and society make targeted use of conferences and seminars for effective information transfer; with public events - open houses, anniversaries - the public is addressed. In this course, students will learn the basics in the field of event management as well as the planning, implementation and evaluation aspects of successful events.

Course Outcomes

On successful completion, students will be able to

- understand the scope of the event industry and related areas, organizations and stakeholders as well as players in the event industry.
- know and reflect the main event formats used by companies, organizations and institutions as a communication medium.
- assess and understand the needs of various event stakeholders and their objectives.
- understand in theory how to plan, organize and execute events and to analyze as well as understand the operational functional areas related to events.
- know and categorize different event evaluation tools and its methods.

Contents

1. Introduction to Event Management
   - 1.1 Definition of an Event
   - 1.2 History and Significance of Events
   - 1.3 Functions of Events
2. Event Formats
   - 2.1 Event Formats based on Types
   - 2.2 Event Formats based on Size and Importance
   - 2.3 Hybrid Events
   - 2.4 Gamification

3. Organizations and Institutions in the Event Industry
   3.1 The Event Industry in Germany

4. Event Planning
   4.1 Event Conception and Design
   4.2 Event Project Management

5. Financial Management of Events
   5.1 Financial and Cost Management Definitions
   5.2 Budgeting of the Event
   5.3 Financial Reporting

6. Human Resource Management of Events
   6.1 Human Resource Management and Planning

7. Event Implementation
   7.1 Event Operations
   7.2 Event Logistics

8. Risk Management and Legal Aspects
   8.1 Risk and Risk Management
   8.2 Legal Aspects

9. Event Evaluation
   9.1 Evaluation Methods
   9.2 Event Evaluation Process

Literature
Compulsory Reading
Further Reading ▪ Beech, J.G. et al. (2014): The business of events management. Pearson, Harlow ▪ Berridge, G. (2007): Events Design and Experience. Butterworth-Heinemann, Oxford. ▪ Bowdin, G. et al. (2011): Events Management. 3. Edition, Routledge, London. ▪ Capell, L. (2013): Event management for dummies. Wiley, Chichester ▪ Getz, D. (2013): Event Tourism : Concepts, International Case Studies, and Research. Putnam Valley, New York. ▪ Goldblatt, J. (2008): Special Events: the Roots and Wings of Celebration, 5. Edition, Wiley, Hoboken (NJ). ▪ Ferdinand, N./Kitchin, P. (2012): Events management. An international approach. SAGE. Los Angeles/London. ▪ O'Toole, W. (2011): Events feasibility and development: from strategy to operations. Butterworth-Heinemann, Oxford ▪ Preston, C. (2012): Event Marketing: how to successfully promote events, festivals, conventions, and expositions. 2. Edition, Hoboken, Wiley NJ

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Event Management II

Course Code: BWEM02_E

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

Course Description

The course “Event Management II” is based on the basic concepts of the course “Event Management I”. Due to global markets and global networking, events are becoming more and more international. Whether global companies or international sporting events - the organizers, organizations and participants of such events are nowadays international. Therefore, this course provides students with an in-depth insight into the international context of the event industry and the intercultural aspects of events in the various sectors. In addition to internationality, the topic of "Sustainability Management" and "Corporate Social Responsibility" of events plays a growing important role in the whole event industry.

Course Outcomes

On successful completion, students will be able to

- understand the importance of events in international and global markets.
- recognize the importance of intercultural aspects of events in an international context.
- identify and analyze the challenges and modes of action that are expected of effective event management at international events.
- recognize the need and requirement for sustainable event management and understand how to plan, implement and evaluate sustainability at events.

Contents

1. Events in an International Context
   - 1.1 Intercultural Aspects of Event Organization
   - 1.2 Internationalization of Events
   - 1.3 Events as Knowledge Transfer and Exchange in an International Context
2. International Business Events
   - 2.1 Objectives and Formats of Business Events
3. International Sports Events
   - 3.1 History of Sports Events
   - 3.2 Key Players in the Development of International Sports Events

4. International Cultural and Festival Events
   4.1 Events in the Cultural Sector

5. Sponsorship and Sponsorship Management in the Event Industry
   5.1 Sponsoring

6. Corporate Social Responsibility in the Event Industry
   6.1 Concept of Corporate Social Responsibility
   6.2 Principles of CSR in the Event Industry
   6.3 Fair Trade in the Event Industry

7. Sustainability Management in the Event Industry
   7.1 Concept of Sustainability Management
   7.2 The Economic, Ecological and Social Dimension
   7.3 Sustainable Action at Events

8. Green Meetings and Events
   8.1 Green Meetings

Literature

Compulsory Reading

Further Reading

- Beech, J.G. et al. (2014): The business of events management. Pearson, Harlow
- Fenich, G. G. (2011): Meetings, Expositions, Events, and Conventions. The Introduction to the Industry. 4. Edition, Pearson, Harlow/Upper Saddle River (NJ).
- Ferdinand, N./Kitchin, P. (2012): Events management. An international approach. SAGE, Los Angeles/London.
- Getz, D. (2020): Event Studies. Theory, Research and Policy for Planned Events. 4. Edition, Butterworth-Heinemann, Oxford/Burlington (MA).
- Getz, D. (2013): Event Tourism : Concepts, International Case Studies, and Research. Putnam Valley, NY Cognizant Communication Corporation.
- Goldblatt, S. (2012): The Complete Guide to Greener Meetings and Events. Wiley, Hoboken (NJ).
- Henderson, E. A./McIlwraith, M. (2012): Ethics and Corporate Social Responsibility in the Meetings and Events Industry. Wiley, Hoboken (NJ).
- Jones, M. (2018): Sustainable event management: a practical guide. 3. Edition, Routledge, London/New York.
- Masterman, G. (2004): Strategic Sports Event Management : An International Approach. Elsevier, Oxford.
- Masterman, G. (2006): Innovative Marketing Communications: Strategies for the Events Industry. Elsevier Butterworth-Heinemann, Oxford.
- Richards, G. et al.(2010): Eventful Cities. Routledge, Amsterdam.
- Rogers, T. (2008): Conferences and Conventions, a global industry. 2. Edition, Butterworth-Heinemann, Oxford.
- Supovitz, F. (2004): The Sports Event Management and Marketing Playbook. Wiley, Hoboken (NJ).
- Yeoman, I. et al. (2004): Festival and Events Management: an international arts and culture perspective, Elsevier Butterworth-Heinemann, Oxford, Amsterdam et al.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

BWEM02_E

6. Semester

Applied Sales

Module Code: DLBDSEAS

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. The Distribution System
   - 2.1 Forms of Sales
   - 2.2 Sales Organisation
   - 2.3 Key Account Management
   - 2.4 Multi-Channel Distribution

3. Personal Sales
   - 3.1 The "New Sellers"
   - 3.2 Requirements for Sales Personalities
   - 3.3 The Key Account Manager
   - 3.4 Task of Sales Managers

4. Sales Plan
   - 4.1 Tasks and Objectives of Sales Management
   - 4.2 Observation of Competition in the Context of Sales Management
   - 4.3 Potential Analyses and Sales Planning
   - 4.4 Sales Control and Visit Strategies

5. New Customer Acquisition
   - 5.1 Identification of New Customer Potential
   - 5.2 Customer Relationship Management and Customer Acquisition
   - 5.3 Trade Fairs and Events
   - 5.4 Networking

6. The Sales Visit
   - 6.1 Frequency and Preparation of Visits
   - 6.2 Conduct of a Visit
   - 6.3 Visit Reports and Follow-Up
   - 6.4 Aftercare and Follow-Up

7. Conversational Tactics
   - 7.1 Structured Conversation Preparation
   - 7.2 Goal-Oriented Conversation: The D.A.L.A.S Model
   - 7.3 Questioning Techniques

8. Conducting Negotiations
   - 8.1 Psychology of Negotiation
   - 8.2 Negotiation Structure
   - 8.3 Objection Handling
   - 8.4 Price Negotiations

9. Other Sales Channels
   - 9.1 Telemarketing
   - 9.2 Catalogue and Brochure Sales
   - 9.3 Internet and E-Commerce

Literature

Compulsory Reading

Further Reading

- Bloomfield, J. (2020). NeuroSelling: Mastering the customer conversation using the surprising science of decision making. Axon Publishing.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). Selling and sales management (10th ed.). Pearson.
- Peppers, D., & Rogers, M. (2016). Managing customer experience and relationships: A strategic framework (3rd ed.). Wiley.
- Pink, D. H. (2012). To sell is human: The surprising truth about moving others. Riverhead Books.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
Type of Exam	Exam, 90 Minutes

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

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

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing
   - 1.4 (International) Marketing and Sales Integration

2. Customer Satisfaction as a Success Factor
   - 2.1 Customer Relationship Management (CRM)
   - 2.2 Customer Orientation Success Chain
   - 2.3 Customer Relationship Strategies

3. Customer Retention
   - 3.1 Customer Retention Management
   - 3.2 Customer Retention Tools
   - 3.3 Complaints Management

4. Customer-Oriented Communications
   - 4.1 Communication and Sales Promotion by Sales Staff
   - 4.2 Sales Promotion by Sales Team
   - 4.3 Sales Promotion by the Company

5. Personalities in Sales
   - 5.1 Sales Personalities
   - 5.2 Selling in Teams
   - 5.3 Negotiating with Committees

6. Presentation and Rhetoric
   - 6.1 Rhetoric in Sales
   - 6.2 Presentation Techniques
   - 6.3 Nonverbal Communication

7. Networking
   - 7.1 Organizational Networks and Networking
   - 7.2 Building and Shaping Relationships
   - 7.3 Networking via Social Media

8. Case Study—Multi-Vendor Customer Loyalty Programs
   - 8.1 German Consumer Goods Market & Drugstore Industry Situation
   - 8.2 PAYBACK—A German Synonym for Loyalty Cards

Literature

Compulsory Reading

Further Reading

- Homburg, C., Schäfer, H., & Schneider, J. (2012). Sales excellence: Systematic sales management.Springer Science & Business Media.
- Ingram, T. N., Schwepker, C. H., Williams, M. R., Avila, R. A., & LaForge, R. W. (2020). Salesmanagement: Analysis and decision making (10th ed.). Routledge, Taylor & Francis Group.
- Kotler, P., & Keller, K. L. (2021). Marketing management (16th, global ed.). Pearson Education

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Online Marketing (DLBMSM01-01_E)
- Social Media Marketing (DLBMSM02-01_E)

Module Exam Type

Module Exam	Split Exam
	Online Marketing • Study Format "myStudies": Written Assessment: Written Assignment • Study Format "Distance Learning": Written Assessment: Written Assignment Social Media Marketing • Study Format "Distance Learning": Advanced Workbook

Weight of Module

see curriculum

Module Contents

Online Marketing

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

Social Media Marketing

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

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

4. Media planning online
   - 4.1 Principles of successful Media Planning
   - 4.2 Create and structure media budgets in a targeted manner
   - 4.3 Integrated campaigns and Cross-Media Marketing
   - 4.4 Successful media mix through campaign management

5. The Online Presence
   - 5.1 Website and web design
   - 5.2 Corporate Website
   - 5.3 Landing Page
   - 5.4 Blog
   - 5.5 Online Shop
   - 5.6 Online presentation and distribution of products and services - advantages and disadvantages

6. Mobile Marketing and M-Commerce
   - 6.1 Basics and classification of Mobile Marketing
   - 6.2 Responsive design vs. Apps vs. Mobile Web
   - 6.3 App and QR Code Marketing
   - 6.4 Location-based Services
   - 6.5 Mobile Advertising Media
   - 6.6 Mobile Commerce - definition and development
   - 6.7 Mobile Payment
   - 6.8 Success factors of mobile campaigns

7. Online law
   - 7.1 Legal aspects of Online Marketing
   - 7.2 Copyright law and the handling of user-generated content
   - 7.3 The right to your own image
   - 7.4 Basic Data Protection Ordinance (DSGVO)

8. Online Customer Retention and Service
   - 8.1 The AIDA model - extensions for Online Marketing
   - 8.2 Customer acquisition and customer retention in Online Marketing
   - 8.3 Online customer retention in the customer relationship life cycle
   - 8.4 Online customer service
   - 8.5 Excursus: Mass Customization

9. Web Analytics
   - 9.1 Key figures in Online Marketing
   - 9.2 Web Monitoring
   - 9.3 Big Data

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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 Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Social Media Marketing

Course Code: DLBMSM02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Social-Media-Marketing
   - 1.1 Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social implications of Social Media
   - 1.3 Functionality, types and fields of application of Social Media Marketing
   - 1.4 Typology and activities of Social Media users

2. Social-Media-Marketing in the Overall Marketing Mix
   - 2.1 Opportunities and risks through Social Media
   - 2.2 The POST method according to Groundswell
   - 2.3 Integration into the Classic Marketing Mix
   - 2.4 Social Media as a service channel
   - 2.5 Goals of Social-Media-Marketing
   - 2.6 Relevant key figures to measure success
   - 2.7 The strategic positioning of Social Media in the company

3. Social Media Map
   - 3.1 Overview of the Social Media Map
   - 3.2 Profiles of the most relevant Social Media Channels
   - 3.3 Target Groups/User Groups

4. Social Media Strategy Development
   - 4.1 What is a Strategy? Definitions
   - 4.2 Goals of a Strategy
   - 4.3 Stages of Social Media Strategy development
   - 4.4 Online Reputation Management and Crisis Management
   - 4.5 Social Media Governance

5. Social Media in Innovation Management
   - 5.1 The Importance and Use of the Crowd
   - 5.2 Innovation through Interactive Value Creation, Branded Communities, Lead Users and Social Media Intelligence
   - 5.3 Social Media as a Market Research Tool

6. Operational Social Media Marketing
   - 6.1 Content Marketing and Native Advertising
   - 6.2 Viral Marketing and Word of Mouth
   - 6.3 Influencer Marketing
   - 6.4 Social Media in B2B Marketing
   - 6.5 Community Management und Social Media Monitoring
   - 6.6 Social Media Relations
   - 6.7 Social Media Recruiting
   - 6.8 Social Advertising

7. Legal Framework of Social Media
   - 7.1 Legal Framework of Social Media
   - 7.2 Basic Data Protection Ordinance (DSGVO)
   - 7.3 User-generated Content
   - 7.4 The Facebook Pixel

8. Developments in Social-Media-Marketing
   - 8.1 Social Media in the Digital Change - New Forms of Consumption
   - 8.2 Social Products and Brands
   - 8.3 Social Commerce and Social Selling
   - 8.4 Messengers and Bots
   - 8.5 The terms "Postfactual" and "Postdigital"
   - 8.6 Open Leadership - Dealing with loss of control

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Advanced Workbook

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

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator

Prof. Dr. Michaela Moser (Introduction to New Work) / Prof. Dr. Julia Pitters (Business Psychology)

Contributing Courses to Module

- Introduction to New Work (DLBNWENW01_E)
- Business Psychology (DLBMPS01_E)

Module Exam Type

Module Exam	Split Exam
	Introduction to New Work • Study Format "Distance Learning": Exam (50) Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to New Work

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

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. What is New Work?
   - 1.1 The World of Work of the Future
   - 1.2 Concept Development
   - 1.3 New Work as an Interdisciplinary Approach

2. Megatrends
   - 2.1 Globalization
   - 2.2 Digitalization and Connectivity
   - 2.3 Individualization and Changing Values
   - 2.4 Demographic Change and Diversity

3. Organization of New Work
   - 3.1 Fixed Organization Forms
   - 3.2 Agile Organization Forms
   - 3.3 Effects of Agile Organization Forms

4. Leadership and Cooperation in New Work
   - 4.1 Empowerment
   - 4.2 Leadership
   - 4.3 New Forms of Agile Cooperation
   - 4.4 New Frameworks, Methods and Tools for Cooperation

5. Competence Development
   - 5.1 Competencies
   - 5.2 Settings and Mindset
   - 5.3 Continuous Learning

6. General Conditions and Criticism
   - 6.1 General Conditions
   - 6.2 Critical Classification of New Work

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Exam

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

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Economic Psychology of People
   - 1.1 Economic Psychology
   - 1.2 Human Behavior in the Economy

2. Influencing Factors of Basic Economic Assumptions
   - 2.1 Decision-Making Theories and Decision Anomalies
   - 2.2 Perception and Processing of Information
   - 2.3 Feelings

3. Theories of Business Psychology
   - 3.1 Theories in the Field of Motivation
   - 3.2 Theories in the Field of Cognition
   - 3.3 Theories in the Field of Interaction

4. Psychology of Macroeconomic Processes
   - 4.1 Psychology of Economic Development
   - 4.2 Psychology of Developed Societies
   - 4.3 Psychology of Markets
   - 4.4 Psychology of Money

5. Psychology of Microeconomic Processes I
   - 5.1 Psychology of Work
   - 5.2 Psychology of the Work Force
   - 5.3 Psychology of Work Design
   - 5.4 Psychology of Job Satisfaction
   - 5.5 Psychology of Workload

6. Economic Psychology of Microeconomic Processes II
   - 6.1 Psychology of Organizations
   - 6.2 Organizational Groups
   - 6.3 Organizational Power
   - 6.4 Organizational Conflicts
   - 6.5 Organizational Leadership

7. Psychology of Change
   - 7.1 Areas of Organizational Change
   - 7.2 Phases of organizational Change
   - 7.3 Organizational Development

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

Literature

Compulsory Reading

Further Reading

- Cascio, W. F. & Aguinis, H. (2019): Applied Psychology in Talent Management 8th Edition. SAGE Publication, London PQ.
- Church, A. H., Bracken, D. W., Fleenor, J. W. & Rose, D. S. (2019): Handbook of Strategic 360. Feedback. Oxford University Press, New York.
- Highhouse, S., Doverspike, D. & Guion, R. M. (2016): Essentials of Personnel Assessment and Selection (Essentials of Industrial and Organizational Psychology) (2nd Edition). Routledge, New York.
- Paschen, M & Dihsmaier, E. (2014): The Psychology of Human Leadership: How To Develop Charisma and Authority. Springer, Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

DLBMPS01_E

Intercultural Psychology and CRM

Module Code: DLBIHMEIPCRM

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

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

Module Coordinator

Prof. Dr. Heike Schiebeck (Intercultural Psychology) / N.N. (Customer Relationship Management)

Contributing Courses to Module

- Intercultural Psychology (DLBWPIPS01_E)
- Customer Relationship Management (DLBCRM01_E)

Module Exam Type

Module Exam	Split Exam
	Intercultural Psychology • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Customer Relationship Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Intercultural Psychology

- Introduction to intercultural psychology and cultural psychology
- Intercultural Management
- Diversity Management as a scope of application of intercultural management
- Values in the context of intercultural management
- Intercultural communication
- Intercultural marketing
- Intercultural trainings

Customer Relationship Management

- Theoretical explanatory approaches of CRM
- Customer life and customer relationship cycle
- Customer satisfaction and loyalty
- Customer Loyalty Management
- Customer value and customer portfolio management
- Strategies and instruments of CRM
- Implementation and controlling of CRM

Learning Outcomes

Intercultural Psychology

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Customer Relationship Management

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

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 Psychology and Marketing & Communication	All Bachelor Programs in the Social Sciences and Marketing & Sales fields

Intercultural Psychology

Course Code: DLBWPIPS01_E

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

Course Description

In a globalized working world, international meetings, cooperation and activities have become a matter of course. In most cases, these encounters between culturally different people are successful and satisfying for both sides. However, it is not uncommon for critical situations to arise in which the behavior of the other person is seen as threatening, inappropriate or useless and does not meet one's own expectations.In this course, students learn to understand and react appropriately to cultural differences and to deal with them in situations relevant to their jobs. The areas of intercultural differences, specifics and cooperation in intercultural teams and organizations are addressed, as well as the orientation of advertising communication in different cultural contexts.After a presentation of the different approaches of psychology as Intercultural Psychology, Cultural Psychology and Cultural Psychology and the culture-specific research, practice-relevant topics such as Intercultural Management, Intercultural Marketing and Intercultural Training will be addressed.Particular attention is paid to the areas of diversity management and value management in the corporate environment.

Course Outcomes

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Contents

1. Introduction to Intercultural and Cultural Psychology
   - 1.1 Concepts and Definitions of Culture
   - 1.2 Cultural Dimensions as Comparison Categories
   - 1.3 Distinction between Different Subject Areas in Research and Application
   - 1.4 Research Approaches and Methods

2. Intercultural Management
   - 2.1 Role, Influential Factors, and Requirements of Intercultural Management
   - 2.2 Organizational Culture

3. Diversity Management
   - 3.1 Definitions and Concepts
   - 3.2 Introduction of Diversity Management in Organizations
   - 3.3 Chances and Challenges

4. Values in the Context of Intercultural Management
   - 4.1 Values Relevance in Society
   - 4.2 Values in the Context of Organizations

5. Intercultural Communication
   - 5.1 Challenges and Specifics of Intercultural Communication
   - 5.2 Intercultural Differences in Communication Styles
   - 5.3 Becoming a Culturally Competent Communicator

6. Intercultural Marketing
   - 6.1 Definitions and Assessment Tools
   - 6.2 Intercultural Marketing Strategies and Concepts

7. Intercultural Training
   - 7.1 Concepts of Cultural Competence in Education and Research
   - 7.2 Developing Intercultural Competencies

Literature

Compulsory Reading

Further Reading

- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive intercultural management: Integrating cultural differences successfully. Edward Elgar Publishing.
- Deresky, H. (2016). International management: Managing across borders and cultures (9th ed.). Pearson.
- Matsumoto, D. R., & Juang, L. (2017). Culture and psychology (6th ed.). Cengage Learning.
- Schneider, S. C., Barsoux, J.-L., & Stahl, G. K. (2014). Managing across cultures (3rd ed.). Pearson.
- Usunier, J.-C., & Lee, J. A. (2013). Marketing across cultures (6th ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
Type of Exam	Exam, 90 Minutes

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

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

Customer Relationship Management

Course Code: DLBCRM01_E

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

Course Description

Customer Relationship Management is considered a central and fundamental concept of marketing management to optimally shape customer relationships. All processes of a company should be consistently and sustainably oriented towards the customer and their needs. This fundamental understanding as well as a broad overview of the topic area of CRM are conveyed to the students. In addition to the theoretical fundamentals of customer relations, this course deals with the customer life and customer relationship cycle, customer satisfaction and loyalty, customer retention management as well as customer value and customer portfolio management. The practical application is addressed through the presentation of the various strategies and instruments of CRM and also in the concrete implementation and controlling of CRM.

Course Outcomes

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

Contents

1. Basics of CRM
   - 1.1 CRM Terms and Objectives
   - 1.2 The Economic Importance of the Customer
   - 1.3 From Transaction-Oriented to Relationship-Oriented Marketing
   - 1.4 Tasks and Structure of CRM

2. Theoretical Basis for CRM
   - 2.1 Basis in Neoclassical, Neoinstitutional and Organizational Theory
   - 2.2 Basis in Neobehavioral Theory
   - 2.3 Basis in Communication Theory

3. The Customer Life Cycle and Customer Relationship Cycle
   - 3.1 Customer Life Cycle
   - 3.2 Customer Relationship Cycle
   - 3.3 Customer Relationships from the Demand and Supply Perspective

4. Customer Satisfaction and Loyalty
   - 4.1 Customer Satisfaction as a Condition for Long-Term Customer Loyalty
   - 4.2 Measuring Customer Satisfaction
   - 4.3 Achieving Customer Loyalty through Customer Satisfaction
   - 4.4 Creating Customer Satisfaction and Loyalty

5. Customer Loyalty Management
   - 5.1 Benefits and Effects of Customer Loyalty Management
   - 5.2 Customer Loyalty Strategies
   - 5.3 Customer Loyalty Measures and Tools

6. Customer Value and Customer Portfolio Management
   - 6.1 Basics of Customer Evaluation
   - 6.2 Customer Evaluation Procedure
   - 6.3 Customer Segmentation and Customer Portfolios

7. Strategies and Tools of CRM
   - 7.1 Characteristics and Tasks of CRM Strategies
   - 7.2 Phase-Dependent CRM Strategies and Tools
   - 7.3 Other Options and Tools

8. CRM Implementation and Monitoring
   - 8.1 Organization, Management, and Company Culture
   - 8.2 Architecture of the CRM Process
   - 8.3 Operational and Analytical CRM Processes
   - 8.4 Data Processing
   - 8.5 Opportunities for Effectiveness Monitoring

Literature
Compulsory Reading
Further Reading ▪ Buttle, F. A./Maklan, S. (2019): Customer relationship management: Concepts and technologies. 4th edition, Routledge, London. ▪ Kumar, V./Reinartz, W. J. (2018): Customer relationship management: Concept, strategy, and tools. 3rd edition, Springer, Berlin. ▪ Palmatier, R. W./Steinhoff, L. (2019): Relationship marketing in the digital age. Routledge, London.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
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

International Brand Management and Corporate Communication

Module Code: DLBAMEIBMCC

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

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

Module Coordinator

Caterina Fox (International Brand Management) / Prof. Dr. Brigitte Huber (Corporate Communication)

Contributing Courses to Module

- International Brand Management (DLBDSEIMB02)
- Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type

Module Exam	Split Exam
	International Brand Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Corporate Communication • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International Brand Management

- Basics of Brand Management
- Framework Conditions for Brands in International Markets
- Strategies and Concepts of international Brands
- Brand Architectures and Brand Extension Options
- Brand Management and Communication
- Brand Management According to the Stakeholder Concept
- Brand Control and Protection

Corporate Communication

- Corporate Identity
- Corporate Design
- Corporate Image
- Corporate Communication as a Sub-Discipline of Corporate Communications
- Differentiation from Public Relations

Learning Outcomes

International Brand Management

On successful completion, students will be able to

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

Corporate Communication

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

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 Public Relations Management	All Bachelor Programmes in the Marketing & Communication fields

International Brand Management

Course Code: DLBDSEIMB02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Brand Identity, Brand Positioning, and Brand Personality
   - 2.1 Brand Identity as the Basis of Brand Management
   - 2.2 Brand Positioning
   - 2.3 Brand Image
   - 2.4 Brand Personality

3. Brand Strategies
   - 3.1 The Challenges for Brand Strategies
   - 3.2 Brand Strategies for New Products
   - 3.3 Trademark Licensing

4. International Branding
   - 4.1 Importance of Branding for International Companies
   - 4.2 Brand Concepts for International Brands
   - 4.3 Factors for Successful International Brands

5. Brand Architectures and Types of Branding
   - 5.1 Brand Hierarchies
   - 5.2 Co-branding and Ingredient Branding

6. Brand Management and Communication
   - 6.1 Classic Brand Communication
   - 6.2 Brand Communication on the Internet

7. Brand Expansion
   - 7.1 Basics of Brand Extension
   - 7.2 Opportunities and Risks of Brand Extension
   - 7.3 Ideal Typical Sequence of the Brand Extension Process

8. Brand Management According to the Stakeholder Concept
   - 8.1 Basics of Brand Management According to the Stakeholder Principle
   - 8.2 Stakeholder Groups: Consumer Stakeholder Groups
   - 8.3 Stakeholder Groups: Shareholders and Financial Investors
   - 8.4 Stakeholder Groups: Employees
   - 8.5 Stakeholder Groups: Suppliers and the Public

9. Brand Control
   - 9.1 Basics of Brand Controlling
   - 9.2 Importance and Measurement of Brand Value
   - 9.3 Practical Methods for Measuring Brand Value

10. Trademark Protection
    - 10.1 Object of Trademark Protection
    - 10.2 Origin of Trademark Protection
    - 10.3 Trademark Infringements

Literature

Compulsory Reading

Further Reading

- Beverland, M. (2021). Brand management: Co-creating meaningful brands (2nd ed.). SagePublications Ltd.
- Burmann, C., Riley, N. M., Halaszovich, T., & Schade, M. (2017). Identity-based brand management:Fundamentals—strategy—implementation—controlling. Springer Gabler.
- Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategicthinking (5th ed.). Kogan Page.
- Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, andmanaging brand equity (5th ed., Global ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Corporate Communication

Course Code: DLBPRWCCPR01_E

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

Course Description

In this course students are encouraged to fully grasp all internal and external communication activities of a company. Corporate communication is part of corporate identity and serves to communicate the corporate image. Here, for example, the focus can be on "sustainability" or "being hip". With the rise of saturated markets and global competition, the corporate image is becoming increasingly important. Corporate image and communication are increasingly becoming competitive advantages because it is becoming more and more difficult for companies to achieve and maintain product-related competitive advantages.This course combines targeted theoretical and strategic principles with practical knowledge of the content, methods, instruments and structures of corporate communication.

Course Outcomes

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

Contents

1. Introduction to Corporate Communication
   - 1.1 Principles and Definitions
   - 1.2 Internal vs. External Corporate Communications
   - 1.3 Image Building and Brand Development
   - 1.4 Best Practice Examples in an International Context
2. Corporate Communication and PR
   - 2.1 Sub-Disciplines of Corporate Communications
   - 2.2 Differentiation from Public Relations
   - 2.3 Historical Development and Milestones

3. Corporate Philosophy as a Means of Corporate Management
   - 3.1 Corporate Soul
   - 3.2 Corporate Language
   - 3.3 Corporate Culture

4. Corporate Identity in Focus
   - 4.1 Visual Branding: Corporate Design
   - 4.2 Non-Visual Branding: Corporate Identity

5. Corporate Communication and Digitalization
   - 5.1 Challenges of Multi-Channel Communication
   - 5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

- Argenti, P. A. (2022). Corporate communication (8th ed.). McGraw Hill.
- Brinkert, R., & Chewning, L. V. (2020). Strategic corporate communication: Core concepts for managing your career and your clients' brands. Cognella Academic Publishing.
- Cornelissen, J. P. (2017). Corporate communication: A guide to theory and practice (5th ed.). Sage Publications.
- Field, J. (2021). Influential internal communication: Streamline your corporate communication to drive efficiency and engagement. Kogan Page.
- Schneider, B., & Barbera, K. M. (2014). The Oxford handbook of organizational climate andculture. Oxford University Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

International Accounting, Planning and Control

Module Code: DLBHMEEIAPC

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

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

Module Coordinator

N.N. (International Accounting) / Prof. Dr. Jonathan Black-Branch (Corporate Planning and Control)

Contributing Courses to Module

- International Accounting (DLFIAC01_E)
- Corporate Planning and Control (BPUE01-01_E)

Module Exam Type

Module Exam	Split Exam
	International Accounting • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Corporate Planning and Control • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International Accounting

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

Corporate Planning and Control

- Basics of planning, budgeting and control
- Planning and control system
- Strategic planning and control
- Operational planning and control
- Budgeting
- Case Study

Learning Outcomes

International Accounting

On successful completion, students will be able to

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

Corporate Planning and Control

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

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 Finance & Tax Accounting and Planning & Controlling	All Bachelor Programs in the Business & Management field

International Accounting

Course Code: DLFIAC01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Development and Significance of International Accounting
   - 1.1 The Importance of International Accounting Rules
   - 1.2 The Evolution of IFRS
   - 1.3 Application of IFRS in the G-20
2. General Principles of IFRS
   - 2.1 Structure of International Financial Reporting Standards
   - 2.2 Purpose of the Conceptual Framework
   - 2.3 Basic Principles of the Conceptual Framework
   - 2.4 Overview of Individual Standards and Interpretations

3. Recogntion and Measurement Rules for IFRS Financial Reports
   - 3.1 Definition of the elements of Financial Statements
   - 3.2 Recogntion and Measurement of Intangible Assets and Prpoerty, Plant and Equipment
   - 3.3 Recognition and Measurement of Inventories and Financial Instruments
   - 3.4 Provisions and Deferred Taxes
   - 3.5 Revenue Recognition

4. Preparation of the Balance Sheet and Income Statement under IFRS
   - 4.1 Structure and Elements of the Income Statement
   - 4.2 Components of Profit and Loss Account
   - 4.3 Accounting Policies

5. Cash Flow Statement and Other Disclosures in Financial Statements for IFRS
   - 5.1 Cash Flow Statement in IFRS financial reports
   - 5.2 Statement of Changes in Equity According in IFRS Financial Reports
   - 5.3 Notes According to IFRS

6. Business Combinations and Consolidated Financial Statements under IFRS
   - 6.1 Principles of Business Combinations and Consolidated Financial Statements
   - 6.2 Identifying and Accounting for a Business Combination
   - 6.3 Consolidation of Individual Financial Statements

7. Other IFRS Application Areas from Practice
   - 7.1 IFRS for Small and Medium-Sized Companies
   - 7.2 Main differences between IFRS and HGB
   - 7.3 Conversion from HGB to IFRS

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Corporate Planning and Control

Course Code: BPUE01-01_E

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

Course Description

Planning and control are central elements for the management of a company. The students learn about the connection between planning and control at the strategic and operational level of a company and the role of budgeting. They learn how the planning and control system of a company can be designed in terms of structure and process and what the benefits and limitations of planning and control are. Students will learn about the procedure of strategic and operational planning and control. They will also learn to apply basic approaches, instruments and methods and to critically observe processes. In the context of operational planning and control, special attention is paid to the tasks and principles of budgeting and their implementation. In the context of a case study, the consolidation of various planning results into a financial model of a company is demonstrated.

Course Outcomes

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

Contents

1. Basics of planning, budgeting and control
   - 1.1 Relationship and functions of planning and control
   - 1.2 Systematization of characteristics of planning and classification subsumption of budgeting
   - 1.3 Systematization of control characteristics

2. Planning and control system
   - 2.1 General structure
   - 2.2 Planning and control bodies
   - 2.3 Planning and control process
   - 2.4 Limits and benefits

3. Strategic planning and control
   - 3.1 Fundamentals and process of strategic planning and control
   - 3.2 Strategic Analysis
   - 3.3 Strategy evaluation and selection
   - 3.4 Strategy implementation

4. Operational planning and control - basics
   - 4.1 Basics and process of operationalve planning and control
   - 4.2 Functional planning areas
   - 4.3 Formal target planning

5. Operational planning and control - Budgeting
   - 5.1 Tasks and principles of budgeting
   - 5.2 Budgeting system
   - 5.3 Newer budgeting approaches

6. Case Study
   - 6.1 Introduction
   - 6.2 Data collection and assumptions
   - 6.3 Modeling

Literature

Compulsory Reading

Further Reading

- Argenti, J. (2018): Corporate Planning. A Practical Guide. Routledge, New York.
- Bright D.S. et al. (2020): Principles of Management. (URL: http://cnx.org/content/col28330/1.8 [Retrieved: 2020.12.14]).
- Merchant, K./Van der Stede, W.A. (2017): Management Control Systems. 4. Edition, Pearson, Harlow.
- Robbins, S.P./Coulter, M. (2020): Management, Global Edition. 15. Edition, Pearson, Hoboken, NJ.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Organizational Development and Change Management

Module Code: DLBWPOCM_E

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

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

Module Coordinator

Dirk Steffens (Organizational Development) / Prof. Dr. Neha Chatwani (Change Management)

Contributing Courses to Module

- Organizational Development (DLBWPOCM01_E)
- Change Management (DLBDBCM01_E)

Module Exam Type

Module Exam	Split Exam
	Organizational Development • Study Format "Distance Learning": Exam, 90 Minutes Change Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Organizational Development

- Organizational Development
- Framework conditions for organizational change Concepts of organizational development Organizations in transition
- New forms of organization
- Organizational design
- Problem areas and intervention techniques
- Evaluation of success and transfer

Change Management

- Introduction to Change Management
- Understanding and shaping change
- Phase models of change management
- Phases of the change process
- Change communication
- Influencing factors and typical errors in change management
- Operational instruments in the context of change management

Learning Outcomes

Organizational Development

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Change Management

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

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 Business Administration & Management	All Bachelor Programs in the Business & Management field(s)

Organizational Development

Course Code: DLBWPOCM01_E

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

Course Description

To remain competitive, all organizations are subject to constant change. To shape this change positively is a key function of the responsible managers and a sign of successful management. Frequently, reasons such as the discontinuation or the development of new business fields, mergers and relocations are decisive, but also continuous company growth; technological improvements and social changes are reasons for partly far-reaching measures for the further development of organizations. This knowledge is of central importance for implementing changes. This course shows the most important human relation theories that serve as a basis for organizational development. Since the corporate culture is a central component of organizational development, both the analysis and the development of the corporate culture are presented. It also discusses the most important aspects of learning organization.

Course Outcomes

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Contents

1. Organizational Understanding of Organizational Development
   - 1.1 Organization concept
   - 1.2 Development of organizational theory approaches
   - 1.3 Organizational principles and forms of organization
2. Basics of Organizational Development
   - 2.1 Definition and delimitations
   - 2.2 Historical origins of organizational development
   - 2.3 Criticism of the concept of organizational development

3. Model Assumptions of Organizational Development
   - 3.1 Human relation theories in organizational development
   - 3.2 Phase models
   - 3.3 Organizational burn-out and organizational resilience

4. Systemic Organizational Development
   - 4.1 Theoretical basics
   - 4.2 Implications for systemic organizational development

5. Development of Corporate Culture
   - 5.1 Theoretical basics
   - 5.2 Culture Analysis
   - 5.3 Cultural Development

6. Development of Organizational Learning
   - 6.1 Basic ideas and definitions
   - 6.2 Learning levels: How do organizations learn?
   - 6.3 Development of the learning organization

Literature

Compulsory Reading

Further Reading

- Cummings, T. G. (2009): Handbook of Organization Development. Sage Pub, Thousand Oaks.
- Kozlowski, S. W. J./Salas, E. (2010): Learning, training, and development in organizations. Routledge, New York.
- Laloux, F. (2015): Reinventing Organizations. An Illustrated Innovation to Join the Conversation on Next-Stage Organizations. Nelson Parker.
- Simons, R. (2005): Levers of Organization: How Managers uns Accountability Systems for Greater Performance and Commitment. Boston Harvard Business School Publishing, Boston.
- Tolbert, P. S./Hall, R. H. (2016): Organizations – Structures, Processes, and Outcomes. 10th Edt. Routledge, New York.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Change Management

Course Code: DLBDBCM01_E

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

Course Description

The pace of change in markets, technologies and customer behavior has increased significantly.These developments offer growth opportunities for companies - new business models, mergingmarkets, changed customer behavior. To utilize future potentials, companies need to implementchanges effectively and quickly. To do this, it is essential to know the meaning, structure, roles ofthe people involved, possible bottle neck situations and communication within the framework ofchange management. A great number of change programs regularly fail in the operationalimplementation. Therefore, knowledge of the systematic approach to the change process isnecessary to successfully manage change in and of the company. People and processes play acentral role in this procedure.

Course Outcomes

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Contents

1. Introduction to Change Management
   - 1.1 Terms and Definitions
   - 1.2 Limitations of Change Management
   - 1.3 Models of Change

2. Causes and Triggers of Change
   - 2.1 Change and Transformation
   - 2.2 External Triggers of Change
   - 2.3 Internal Triggers for Change

3. The company as an Obstacle to Change
   - 3.1 Obstacles at Organizational Level
   - 3.2 Collective Obstacles
   - 3.3 Economic Obstacles

4. Resistance at Individual Level
   - 4.1 Manifestations of Individual Resistance
   - 4.2 Causes and Triggers of Individual Resistance
   - 4.3 Actions towards Resistance

5. Change as a Management Task
   - 5.1 Success Factors of Change Management
   - 5.2 Management Tasks in Change
   - 5.3 Change Management Activity Plans

6. Leading Change
   - 6.1 Success Factor: Leadership and Manager
   - 6.2 Leadership Roles and Functions
   - 6.3 Change Communication

7. Management of Change Projects
   - 7.1 Change Management Models
   - 7.2 Organization of Change Management
   - 7.3 Controlling and Evaluation of Change Projects

Literature

Compulsory Reading

Further Reading

- Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.
- Metcalfe, J. S., & Cantner, U. (Eds.). (2003). Change, transformation and development. Physica.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

International HR and Leadership

Module Code: DLBBWWIHRL_E

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

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

Module Coordinator

Prof. Dr. Katharina Rehfeld (International HR Management) / N.N. (Leadership 4.0)

Contributing Courses to Module

- International HR Management (DLBINTIHR01_E)
- Leadership 4.0 (DLBWPLS01_E)

Module Exam Type

Module Exam	Split Exam
	International HR Management • Study Format "myStudies": Written Assessment: Case Study • Study Format "Distance Learning": Written Assessment: Case Study Leadership 4.0 • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International HR Management

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

Leadership 4.0

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

Learning Outcomes

International HR Management

On successful completion, students will be able to

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

Leadership 4.0

On successful completion, students will be able to

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

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

International HR Management

Course Code: DLBINTIHR01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Comparative Human Resources
   - 2.1 Globalisation and its Effects on Human Resources Management
   - 2.2 Contextual Effects
   - 2.3 Requirements

3. Multinational Companies and International HR Models
   - 3.1 Challenges in Multinational Corporations
   - 3.2 Resolution Methods
   - 3.3 International HR Models

4. International Personnel Deployment
   - 4.1 International Personnel Planning
   - 4.2 Reasons for Deployments and Job Rotation
   - 4.3 Selection of Expatriates
   - 4.4 Success Determinants

5. International Missions and Host Countries
   - 5.1 Variance in Environmental Variables
   - 5.2 Host Country Effects for Multinational Corporations
   - 5.3 HRM in Cross-Border Mergers and Acquisitions
   - 5.4 Integration

6. Development of International Managers
   - 6.1 Personnel Development in an International Context
   - 6.2 Preparation, Support and Reintegration of Expatriates

7. Application in Sample Markets
   - 7.1 Asia: Japan and Taiwan
   - 7.2 Asia: China and Vietnam
   - 7.3 USA
   - 7.4 European Countries

Literature
Compulsory Reading
Further Reading ▪ Brewster, C., Mayrhofer, W., & Farndale, E. (2017). Handbook of research on comparative human resource management (2nd ed.). Edward Elgar Publishing. ▪ Dowling, P. J., Festing, M., & Engle, A. D. (2017). International human resource management (7th ed.). Cengage Learning.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ 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
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☑ Shortcast	☑ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Leadership 4.0

Course Code: DLBWPLS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Leadership Versus Management
   - 2.1 Distinctions between these Concepts
   - 2.2 Relevance of Leadership in the Context of Technological Change
   - 2.3 New Forms of Work as a Challenge for Leadership 4.0

3. Organizational Prerequisites for Successful Leadership
   - 3.1 Launching Corporate Governance Initiatives
   - 3.2 From Process to Project Management
   - 3.3 Managing Limited Resources

4. Personal Factors for Successful Leadership
   - 4.1 Personal Characteristics
   - 4.2 Technological Know-how
   - 4.3 Policy and Compliance

5. Management Tools
   - 5.1 Definition, Differentiation and Challenges
   - 5.2 Use of Direct Management Tools
   - 5.3 Use of Indirect Management Tools

6. Leadership 4.0 Models
   - 6.1 Transformational Leadership
   - 6.2 Leadership as an Agile Role
   - 6.3 Authentic Leadership

7. Leadership 4.0 Case Studies
   - 7.1 Allsafe Jungfalk
   - 7.2 Automattic

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBWPLS01_E

Business Ethics and Sustainability

Module Code: DLBEPWWEN_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	▪ none ▪ keine	BA	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. (Sustainability and Quality Management) / N.N. (Business Ethics)

Contributing Courses to Module

- Sustainability and Quality Management (DLBLONQM01_E)
- Business Ethics (BETH01_E)

Module Exam Type

Module Exam	Split Exam
	Sustainability and Quality Management • Study Format "Distance Learning": Exam, 90 Minutes Business Ethics • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Sustainability and Quality Management

- Fundamentals of Sustainability
- Sustainability in three Dimensions
- Sustainability in Practice
- 4 Tools and Methods of Sustainability Management
- Quality of Products, Processes and Services
- Processes, Methods and Quality Tools
- Quality Management Systems

Business Ethics

- Fundamentals of Business Ethics
- Ethics Theories at a glance
- Context of Business Ethics in the Western World
- Business Ethics Problems in Companies
- Business Ethics Concepts for Companies
- Practical Integration of Business Ethics in the Company

Learning Outcomes

Sustainability and Quality Management

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

Business Ethics

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethicaldecision-making.

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 Quality & Sustainability Management and Economics.	All Bachelor Programs in the Transportation & Logistics and Business & Management field(s).

Sustainability and Quality Management

Course Code: DLBLONQM01_E

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

Course Description

The students learn the basics and the operational concepts of sustainability and quality management and can contribute to the implementation in practice. The importance of sustainability and quality as a corporate task is discussed from the perspective of personal, corporate and social responsibility, among other things. Methods and systems of implementation in companies are presented and critically examined.

Course Outcomes

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

Contents

1. Fundamentals of Sustainability
   - 1.1 Basic understanding and definitions
   - 1.2 Ethical aspects and social responsibility of companies
   - 1.3 Learning from nature: Role models for business processes

2. Sustainability in three Dimensions
   - 2.1 Historical developments
   - 2.2 Developments in the natural environment
   - 2.3 Economic trends
   - 2.4 Social developments and social environment

3. Sustainability in Practice
   - 3.1 Politics and State
   - 3.2 Companies
   - 3.3 Civil Society

4. Tools and Methods of Sustainability Management
   - 4.1 System Dynamics and Technology Assessment
   - 4.2 Environmental Law
   - 4.3 Sustainability and environmental management systems
   - 4.4 Life cycle assessment and CO2 footprint

5. Quality of Products, Processes and Services
   - 5.1 Definitions and terms
   - 5.2 Developments and trends
   - 5.3 Specifics of service quality
   - 5.4 Metrics and key figure systems

6. Processes, Methods and Quality Tools
   - 6.1 Continuous improvement
   - 6.2 Failure Mode and Effects Analysis (FMEA)
   - 6.3 7Q - the seven quality tools
   - 6.4 Audits and certifications

7. Quality Management Systems
   - 7.1 Quality management according to DIN EN ISO 9000ff.
   - 7.2 Total Quality Management

Literature
Compulsory Reading
Further Reading ▪ Crane, A./Matten, D. (2019): Business ethics. Managing corporate citizenship and sustainability in the age of globalization. 5th Edition, Oxford University Press, Oxford. ▪ Diran, D.R. (2016): Total Quality Management: Key Concepts and Case Studies. Butterworth-Heinemann, Amsterdam et al. ▪ Goetsch, D.L./Davis, S. (2016): Qualitiy Management for Organizational Excellence. Introduction to Total Quality. 8th Edition, Pearson, New Jersey. ▪ Meadows, D./Meadows, D./RANDERS, J. (2004): Limits to Growth: the 30-Year Update. White River Junction, VT Chelsea Green. ▪ Nassos, G. P./Avlonas, N. (2020): Practical Sustainability Strategies - How to Gain a Competitive Advantage. 2nd Edition. John Wiley & Sons, Hoboken.

Study Format Distance Learning

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

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Business Ethics

Course Code: BETH01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	keine

Course Description

Business Ethics deals with the application of ethical principles to business activities. The actions of individuals and companies are thus integrated into a context of social and ethical responsibility. Business Ethics derives its legitimacy from the effects that all economic activities have on other people, institutions and the environment. Social justice and sustainability are therefore among the most important norms of Business Ethics and are explained and described in the course. The aim of the course is providing general guidance on how to arrive at ethical decisions, rather than offering general solutions. In that sense, students are enabled to develop moral judgment in an informed manner and then make ethical decisions accordingly.

Course Outcomes

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethicaldecision-making.

Contents

1. Fundamentals of Business Ethics
   - 1.1 Business and ethics - an overview
   - 1.2 Important terms and definitions
   - 1.3 Developments and perspectives in ethics
2. Ethics Theories at a glance
   - 2.1 The benefits of ethics theories
   - 2.2 Categorization of ethics theories
   - 2.3 Business Ethical Concepts

3. Context of Business Ethics in the Western World
   - 3.1 The importance of the context for business ethics
   - 3.2 Discussion of various contextual factors
   - 3.3 The relevance of company size on business ethics

4. Business Ethics Problems in Companies
   - 4.1 Categories of business ethicsl problems in companies
   - 4.2 Factors that make unethical behaviour more likely
   - 4.3 Case studies for ethics problems in companies

5. Business Ethics Concepts for Companies
   - 5.1 Corporate Social Responsibility
   - 5.2 Stakeholder Theory
   - 5.3 Business ethics in an international context

6. Practical Integration of Business Ethics in the Company
   - 6.1 Corporate Governance Codes
   - 6.2 Codes of Conduct/Codes of Ethics
   - 6.3 Whistleblowing
   - 6.4 Other instruments for implementing ethics in business practice

Literature

Compulsory Reading

Further Reading

- Boylan, M. (2014): Business Ethics: Vol. 2nd ed. Wiley-Blackwell.
- Crane, A., & Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford Oxford University Press .
- Ferrell, O. C./Ferrell, L., & Fraedrich, J. (2015): Business Ethics, 10th Ed. : Ethical Decision Making and Cases. Stamford [USA].
- Rossouw, D. & van Vuuren, L. (2017): Business Ethics 6e: Vol. 6th edition. Oxford University Press Southern Africa.
- Tricker, G., & Tricker, R. I. (2014): Business Ethics : a Stakeholder, Governance and Risk Approach. London Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Market Research and Product Management

Module Code: DLBIHMEMRPM

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

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

Module Coordinator

Prof. Dr. Maren Weber (Market Research) / Prof. Dr. Mirko Bendig (Fundamentals of Product Management)

Contributing Courses to Module

- Market Research (BMFO01_E)
- Fundamentals of Product Management (DLBPROGPM01_E)

Module Exam Type

Module Exam	Split Exam
	Market Research • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Fundamentals of Product Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Market Research

- Marketing Research: Support in Decision Making
- Choice of Research Approach
- Operationalization Process for Measuring and Scaling Of Variables
- Selection of Survey Parts
- Data Analysis, Interpretation and Presentation

Fundamentals of Product Management

- Introduction to product management
- Market analysis
- Product strategy
- Idea generation and validation
- Product and market tests
- Market launch
- Product management after launch

Learning Outcomes

Market Research

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

Fundamentals of Product Management

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

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 Bachelor Programs in the Marketing & Communication field

Market Research

Course Code: BMFO01_E

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

Course Description

The goal of market research is to collect information in order to support management decision-making. Market research information can be obtained in many different ways. The Market Research course provides students with a basic knowledge about the approach to market research and the methods used. All steps of the market research process are presented. The data which is generated through research focusses on topics such as determining the market potential, image analyses or customer satisfaction measurement.

Course Outcomes

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

Contents

1. Basics of Market Research
   - 1.1 Definition and Relevance to Marketing
   - 1.2 Tasks and the Process of Market Research
   - 1.3 Providers and Users of Market Research Data
2. Choice of Research Approach
   - 2.1 Research Approachs
   - 2.2 Primary versus Secondary Research
   - 2.3 Qualitative versus Quantitative Research
3. Qualitative Market Research
   - 3.1 Traditional Qualitative Research Methods
   - 3.2 Online Qualitative Research Methods
   - 3.3 Analysis of Qualitative Studies

4. Basic Principles of Quantitative Market Research
   4.1 Sampling
   4.2 From Research Question to Measuring Instrument
   4.3 Measurement Levels and Scaling

5. Surveys: A Method of Quantitative Market Research
   5.1 Questionnaire design
   5.2 Methods for Data Collection in Surveys
   5.3 Online Surveys

6. Further Methods of Quantitative Market Research
   6.1 Observation
   6.2 Panels and Trend Studies
   6.3 Experiments and Test Markets

7. Data Collection and Preparing Data for Analysis
   7.1 Data Collection
   7.2 Coding and Weighting
   7.3 Error Control and Missing Data

8. Data Analysis
   8.1 Univariate Procedures
   8.2 Bivariate Procedures
   8.3 Multivariate Procedures

9. Communicating Research Results
   9.1 Condensing Data and Interpretation
   9.2 Displaying Results
   9.3 Presentation of Results

Literature
Compulsory Reading
Further Reading ▪ Brown, T./Churchill, G. A./Iacobucci, D. (2005): Marketing Research. Methodological Foundations. 9th Edition, Thomson, Hampshire, UK. ▪ Burns, A./Veeck, A./Bush, R. (2016): Marketing Research. 8th edition, Pearson. ▪ Churchill, G. A./Brown, T./Suter, T. A. (2010): Basic Marketing Research. 7th Edition, Thomson, Hampshire (UK). ▪ Hague, P./Cupman, J./Harrison, M./Truman, O. (2013): Market Research in Practice: An Introduction to Gaining Greater Market Insight, 3rd Edition, Kogan Page.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Fundamentals of Product Management

Course Code: DLBPROGPM01_E

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

Course Description

Product management is a function that deals with the planning, management and control of products and services during the entire product life cycle. The product manager, as the main person responsible for a product, has to master various disciplines in order to successfully manage his product. The course Fundamentals of Product Management provides the appropriate background knowledge to create market analyses and develop product strategies. Special attention is paid to the generation and validation of new product ideas, the testing and introduction of products on the market and the management of products after launch.

Course Outcomes

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

Contents

1. Introduction to product management
   - 1.1 Concept, goals and tasks of product management
   - 1.2 Product quality and corporate success
   - 1.3 Product categories
2. Market analysis
   - 2.1 Basics of market analysis
   - 2.2 Market research
   - 2.3 Methods of market analysis
3. Product strategy
   - 3.1 Basics of the product strategy
   - 3.2 Goals and positioning
   - 3.3 Evaluation and selection of product strategies

4. Idea generation and validation
   - 4.1 Basics of innovation management
   - 4.2 Idea generation
   - 4.3 Idea and market validation

5. Product and market tests
   - 5.1 Importance of the test phase
   - 5.2 Product tests
   - 5.3 Market tests

6. Market launch
   - 6.1 Basics for market entry
   - 6.2 Market entry strategies
   - 6.3 Distribution
   - 6.4 Serial production

7. Product management after market launch
   - 7.1 Product life cycle
   - 7.2 Methods and concepts of product management
   - 7.3 Customer satisfaction
   - 7.4 Interface Management

Literature

Compulsory Reading

Further Reading

- Fuchs, C. (2019): Mastering Disruption and Innovation in Product Management. Connecting the Dots. Springer, Cham.
- Pranam, A. (2018): Product Management Essentials. Tools and Techniques for Becoming an Effective Technical Product Manager. Apress, Berkeley.
- Wagenblatt, T. (2019): Software Product Management. Finding the Right Balance for YourProduct Inc. Springer, Cham.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBPROGPM01_E

Intrapreneurship

Module Code: DLBEPWIP_E

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

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

Module Coordinator

Prof. Dr. Mirko Bendig (Innovation Management) / Prof. Dr. Inga Schlömer (Project: Design Thinking)

Contributing Courses to Module

- Innovation Management (DLBEPWIP01_E)
- Project: Design Thinking (DLBINGDT01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

Innovation Management

- Understanding Innovation
- Planning Innovation
- Developing Innovation
- Implementing Innovation in the Market
- Case Studies and Examples of Innovation Management

Project: Design Thinking

- Basic principles of Design Thinking
- The Design Thinking microvprocess
- The Design Thinking macro process
- Methods for early phases of the process
- Methods for idea generation
- Methods for prototyping and testing
- Space concepts for Design Thinking
- Examples and case studies

Learning Outcomes

Innovation Management

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Project: Design Thinking

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

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 Design	All Bachelor Programs in the Business & Management and Design, Architecture & Construction fields

Innovation Management

Course Code: DLBEPWIP01_E

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

Course Description

Innovation management has a high relevance for the success of a company. Students receive a basic understanding of innovation management and its significance from an economic and business perspective. In addition to the different innovation strategies, the function and organization of innovation as well as the innovation culture in a company and the phases of the innovation process are presented in detail and classified within strategic management and product management.For each phase of the innovation process concrete instruments are introduced and their advantages and disadvantages will be examined. After the discussion of selected creativity techniques for the generation of ideas, the Lead User Approach, the Open Innovation approaches and the Conjoint Analysis Methodology will be discussed. In the innovation evaluation phase, students will be familiarized with instruments such as scoring models. As the final stage of the innovation process, an understanding of the implementation of innovations on the market will be conveyed. Finally four concrete case studies are going to be explained for the purpose to demonstrate the innovation practice in different companies.

Course Outcomes

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Contents

1. Understanding Innovation
   - 1.1 Basics of innovation management
   - 1.2 Economic and business significance of innovations
   - 1.3 Features of innovations
   - 1.4 Innovation types
   - 1.5 Success factors of innovations

2. Planning Innovation
   - 2.1 Definition and development of innovation strategies
   - 2.2 Organization of the innovation function
   - 2.3 Different organizational forms of innovation management
   - 2.4 Shaping a culture of innovation and promoting intrapreneurship
   - 2.5 Role and function of the innovation manager

3. Developing Innovation
   - 3.1 Concepts and models of common innovation processes
   - 3.2 Advantages and disadvantages of innovation process models
   - 3.3 Stimuli and idea generation for innovations
   - 3.4 Lead User and Open Innovation approaches
   - 3.5 Idea evaluation and selection

4. Implementing Innovation in the Market
   - 4.1 Operational implementation of the innovation
   - 4.2 Innovation Marketing
   - 4.3 Market launch
   - 4.4 Intellectual property rights

5. Case Studies and Examples of Innovation Management
   - 5.1 Innovation process from practice
   - 5.2 Digital Innovation Management
   - 5.3 Innovation Lab
   - 5.4 Start-up Accelerator / Incubator

Literature
Compulsory Reading
Further Reading ▪ Christensen, C.M. (2016): Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Management of Innovation and Change. Harvard Business Review Press, Boston. ▪ Tidd, J./Bessant, J.R. (2014): Strategic Innovation Management. 1st Edition, Wiley, New York. ▪ Dodgson, M./ Gann, D.M./Phillips, N. (2013): The Oxford Handbook of Innovation Management. Oxford Handbooks, Illustrated Edition, Oxford. ▪ Gassmann, O./Schweitzer, F. (2013): Management of the Fuzzy Front End of Innovation. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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: Design Thinking

Course Code: DLBINGDT01_E

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

Course Description

In this course students will receive a practical introduction to Design Thinking. In addition to teaching the individual basic principles, the procedures in Design Thinking will also be examined in detail. In order not only to understand Design Thinking but also to experience it, selected methods for the individual process steps will be presented and practiced on an example project.

Course Outcomes

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

Contents

1. Basic Principles of Design Thinking
2. The Design Thinking Micro Process
3. The Design Thinking Macro Process
4. Methods for Early Phases of the Process
5. Methods for Idea Generation
6. Methods for Prototyping and Testing
7. Examples and Case Studies

Literature
Compulsory Reading
Further Reading ▪ Brown, T. (2008): Design Thinking. In: Harvard Business Review, June, p. 84–95. ▪ Brown, T./Kātz, B. (2019): Change by design: How design thinking transforms organizations and inspires innovation (Revised and updated edition). Harper Busienss, New York City, NY. ▪ IDEO (2015): The field guide to human-centered design: Design kit. 1st edition, IDEO, San Francisco, CL. ▪ Lewrick, M./Patrick, L./Leifer, L. (2018:. The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems. JOHN WILEY & Sons, Hoboken, NJ. ▪ Lewrick, M./Patrick, L./Leifer, L. (2020). Design Thinking Toolbook. JOHN WILEY & Sons, Hoboken, NJ.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** 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	

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** 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	

DLBINGDT01_E

Gastronomy and Catering

Module Code: DLBHOGUC_E

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

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

Module Coordinator

N.N. (Gastronomy Management) / N.N. (Catering Management)

Contributing Courses to Module

- Gastronomy Management (DLBHOGUC01_E)
- Catering Management (DLBHOGUC02_E)

Module Exam Type

Module Exam	Split Exam
	Gastronomy Management • Study Format "Distance Learning": Exam, 90 Minutes Catering Management • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Gastronomy Management

- Overview of Concepts and Terminologies in Gastronomy
- Analysis of Organizational Processes and Procedures in the Gastronomy Industry
- Restaurant and Gastronomy Concept
- Gastronomy Management
- Current Trends in Gastronomy

Catering Management

- History and Concept of Catering
- Analysis and Overview of the Catering Industry
- Different Forms of Catering
- Materials Management in Catering
- Hygienic, Quality and Safety-Related Topics in Catering Management
- Current Trends in Catering Management

Learning Outcomes

Gastronomy Management

On successful completion, students will be able to

- understand and outline the historical evolution of gastronomy.
- explain the main concepts of gastronomy.
- name and apply organizational procedures in the food service industry.
- compare the different forms of services in the gastronomy sector.
- outline the cost structures in the restaurant industry and perform a calculation, including a break-even analysis.
- explain and apply the principles of inventory management.
- identify, analyze and evaluate the challenges and opportunities for the gastronomy sector in the digital age.
- analyze and critically reflect on aspects of sustainability in the restaurant industry.

Catering Management

On successful completion, students will be able to

- explain the term ‘catering’ and place it in the overall context of the catering industry.
- identify and analyze the similarities and differences of each form of catering compared to other types of food & beverage services.
- explain the various specific hygiene regulationsin order to
- ensure quality standards in food handling.
- name other additional services that catering companies provide.
- develop customer-oriented catering concepts for the various target groups.
- identify, analyze and critically evaluate current trends in the catering industry.

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 Event Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Gastronomy Management

Course Code: DLBHOGUC01_E

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

Course Description

In our highly mobil society, Food Away From Home (FAFH) is becoming increasingly important. The diverse gastronomic landscape can be divided into four areas: In the hotel industry, gastronomy is a key business area and, depending on the given structure and orientation, also a major driver of the turnover.At the same time, it also tends to generate the biggest operational cost pool. As a rule, the gastronomy sector consists of the restaurant, bar, café, banquet department, floor service, kitchen, purchasing, merchandise usage control, dishwashing and crockery (stewarding), service bar/coffee kitchen, and possibly party or catering services. This course first looks at the history of gastronomy and the various terminologies used, before identifying and analyzing the different service systems and associated processes. In addition to organizational workflows, the course also examines various aspects of restaurant design. Given the pre-eminent role of cost control in restaurant management, cost structures and pricing in the restaurant industry are explained and analyzed in great detail. Furthermore, the course explores the different steps involved in trade show organization. In addition to the current trends and challenges facing the restaurant industry in today's digital age, various aspects of sustainable gastronomy are analyzed and critically reflected.

Course Outcomes

On successful completion, students will be able to

- understand and outline the historical evolution of gastronomy.
- explain the main concepts of gastronomy.
- name and apply organizational procedures in the food service industry.
- compare the different forms of services in the gastronomy sector.
- outline the cost structures in the restaurant industry and perform a calculation, including a break-even analysis.
- explain and apply the principles of inventory management.
- identify, analyze and evaluate the challenges and opportunities for the gastronomy sector in the digital age.
- analyze and critically reflect on aspects of sustainability in the restaurant industry.

Contents

1. History and Terminologies in Gastronomy
   - 1.1 The History of Gastronomy
   - 1.2 Terminologies in Gastronomy

2. Delivery Systems in Gastronomy
   - 2.1 Organizational Structures
   - 2.2 Various Forms of Gastronomy
   - 2.3 Needs Structure

3. Restaurant Design and Development
   - 3.1 Stages of Conceptual Design and Planning
   - 3.2 Restaurant Design

4. Cost Structure in the Restaurant Industry
   - 4.1 Sales/Profit Analysis
   - 4.2 Break-Even Analysis
   - 4.3 Standard Costs and Price Calculation

5. Procurement and Inventory Management
   - 5.1 Purchasing and Procurement Marketing
   - 5.2 Principles of Inventory Control
   - 5.3 Inventory Management and Inventory Turnover

6. Online Challenges and Opportunities for the Restaurant Industry
   - 6.1 Social Media
   - 6.2 Online Ordering and Internet Portals
   - 6.3 Reservation and Rating Portals

7. Sustainable Restaurant Management
   - 7.1 Food Waste and Waste Policy
   - 7.2 Energy and Water Consumption
   - 7.3 Sustainable Purchasing and Marketing

8. New Trends and Developments in Gastronomy
   - 8.1 Digitization
   - 8.2 Structural Change in the Food Sector
   - 8.3 Take-Away

Literature
Compulsory Reading
Further Reading ▪ Civitello, L. (2011). Cuisine and Culture. A History of Food and People. (3rd Edition). Wiley. ▪ Meyer, D. (2010). Setting the Table: The Transforming Power of Hospitality in Business. Marshall Cavendish Ltd. ▪ Murano, P. (2002). Understanding Food Science and Technology. Wadsworth. ▪ Ijabadeniyi, O. A. (2020). Food Science and Technology. Trends and Future prospects. De Gryuter. ▪ Sloan, P., Legrand, W., Hindley, C. (2015). The Routledge Handbook of Sustainable Food and Gastronomy. Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Catering Management

Course Code: DLBHOGUC02_E

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

Course Description

This course covers a number of very different types and forms of catering services. Business, care, transport, school, university, stadium, trade fair and event catering, but also the vending machine market and non-food catering, are all key fields of interest for catering companies. After exploring the basics of catering, the course moves on to the equally important areas of catering technology, catering law and catering marketing, focusing especially on procurement, quality and hygiene management and the specific demands of transport and logistics. The course also explains how to develop customer-oriented catering concepts and concludes with an outlook on current trends in catering.

Course Outcomes

On successful completion, students will be able to

- explain the term ‘catering’ and place it in the overall context of the catering industry.
- identify and analyze the similarities and differences of each form of catering compared to other types of food & beverage services.
- explain the various specific hygiene regulationsin order to
- ensure quality standards in food handling.
- name other additional services that catering companies provide.
- develop customer-oriented catering concepts for the various target groups.
- identify, analyze and critically evaluate current trends in the catering industry.

Contents

1. Concept and History of the Catering Business
   - 1.1 Catering in the Context of Out-Of-Home Catering
   - 1.2 The Development of Mass Catering and the Catering Business
   - 1.3 Operator and Management Models
   - 1.4 The German Catering Market
2. Sectors of Contract Catering
   - 2.1 Business Catering
   - 2.2 Education Catering
   - 2.3 Care Catering
   - 2.4 Traffic Catering

3. Event and Sports Catering
- 3.1 Stadium Catering
- 3.2 Trade Fair Catering
- 3.3 Event Catering

4. Materials Management in Catering
- 4.1 Procurement and Logistics Management
- 4.2 Central Purchasing
- 4.3 Storage

5. Food Hygiene: Legal Basis and Practice in Catering
- 5.1 Legal Requirements
- 5.2 Good Hygiene Practice (GHP)
- 5.3 HACCP
- 5.4 Special Requirements in Catering

6. Catering Specialties
- 6.1 Transportation
- 6.2 Human Resources
- 6.3 Additional Services

7. Current Trends in the Catering Business
- 7.1 Marketing and Online Portals
- 7.2 Cook & Chill
- 7.3 Superfoods

8. Green Catering Perspectives
- 8.1 What is Green Catering?
- 8.2 Measures and Criteria
- 8.3 Perspectives

Literature
Compulsory Reading
Further Reading ▪ Foskett, D., Paskins, P., Rippington, N., Pennington, A. (2021). The Theory of Hospitality and Catering. (14th Edition). Hodder Education. ▪ Boella, M. J. (2013). Human Resource Management in the Hotel and Catering Industry. (9th Edition). Taylor and Francis. ▪ Scanlon, N. L. (2012). Catering Management. (4th Edition). Wiley . ▪ Sloan, P., Legrand, W., Hindley, C. (2015). The Routledge Handbook of Sustainable Food and Gastronomy. Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Tourism Management

Module Code: BWTO-01_E

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

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

Module Coordinator

N.N. (Tourism Management I) / N.N. (Tourism Management II)

Contributing Courses to Module

- Tourism Management I (BWTO01-01_E)
- Tourism Management II (BWTO02_E)

Module Exam Type

Module Exam	Split Exam
	Tourism Management I • Study Format "Distance Learning": Exam, 90 Minutes Tourism Management II • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Tourism Management I

- Features of the Tourist Product
- Terms, Definitions and the Economic Importance of the Tourism Industry
- Tourism Products from the Customer and Supplier Perspective: Travel Motivation, Information and Decision-Making, Quality, Value Chain
- Overview of the most Important Suppliers, their Products and their Competitive Position
- Quality in Tourism, Trends

Tourism Management II

- Experience Design in Tourism
- Tourist Transport Modes and their Importance
- Low Cost, Yield Management and Business Models
- Tour Operator Industry: Market Development, Products and Strategies
- Travel Agency Sector: Market Development, Distribution Forms, Strategies
- Travel Agencies and Tour Operators in Competition

Learning Outcomes

Tourism Management I

On successful completion, students will be able to

- understand and apply tourism terminology.
- explain the special features of tourism products and understand their significance for the competitive situation of different suppliers.
- describe different subsectors of the tourism market and to discuss the respective specifics.
- understand and analyze the customer side with its needs in order to be able to consider these in distribution or in the development of products.
- compare the characteristics of different suppliers and thus to achieve successful strategies as well as anticipate the impact of future market events on competitive participants.
- transfer the influence of current and future social trends on tourism and to derive the effects of tourism trends on the industry and its individual subsectors.
- identify the determining competitive forces and developments in the market and understand their interrelationships so that these findings can be applied to submarkets and specific issues and future developments can be classified and evaluated.

Tourism Management II

On successful completion, students will be able to

- assess the importance of experiences and apply techniques to create experiences.
- assess the importance of different modes of transport and identify influences on tourism from the analysis of the developments in aviation and transfer as well as discuss strategies to tourism sectors.
- understand different submarkets in tourism in their historical development until today so that they are able to evaluate, anticipate, and contextualize future developments and derive implications and necessary actions for the various competitive participants.
- evaluate the current and future competitive position of tour operators and package tours and identify future trends and success factors.
- present different distribution channels, understand the travel agency as the traditional main distribution channel, relate past success factors of this distribution channel to the development of online distribution and understand the resulting shift in the relationship between tour operators and traditional distribution.
- identify new market forces and new competitors and anticipate their impact also on upcoming market developments so that future market challenges can be identified, and students can respond to 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 field of Tourism Management	All Bachelor Programs in the Hospitality, Tourism & Event field

Tourism Management I

Course Code: BWTO01-01_E

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

Course Description

The course looks at the tourism industry with its various providers in particular. For this purpose, the common technical terms are explained and differentiated from each other at the beginning and the special features of the tourism product are shown. By means of key figures, data and facts, the various submarkets, providers and target groups are presented, thus providing an overview of the tourism market. In order to understand the demand side, the motivation of customers, their information and decision-making processes as well as the importance of quality are explained and the significance of experiences in the conception of tourism products is elaborated. An overview of the suppliers of tourism products is presented and their interaction in the creation of a travel product is shown. After an overview of the most important destinations, the management of destinations, attractions and theme parks, events, cruises as well as the business travel market are dealt with in depth. Finally, current as well as emerging trends are highlighted as influencing factors for upcoming developments in the market.

Course Outcomes

On successful completion, students will be able to

- understand and apply tourism terminology.
- explain the special features of tourism products and understand their significance for the competitive situation of different suppliers.
- describe different subsectors of the tourism market and to discuss the respective specifics.
- understand and analyze the customer side with its needs in order to be able to consider these in distribution or in the development of products.
- compare the characteristics of different suppliers and thus to achieve successful strategies as well as anticipate the impact of future market events on competitive participants.
- transfer the influence of current and future social trends on tourism and to derive the effects of tourism trends on the industry and its individual subsectors.
- identify the determining competitive forces and developments in the market and understand their interrelationships so that these findings can be applied to submarkets and specific issues and future developments can be classified and evaluated.

Contents

1. Features of the Tourism Product
   - 1.1 What are Tourism Products?
   - 1.2 Tourism Products are Intangible
   - 1.3 Tourism Products are Highly Perishable
   - 1.4 Tourism Products are Heterogeneous
   - 1.5 Users' Presence is Essential for Tourism Products

2. Introduction to the Tourism Industry
   - 2.1 The Economic Importance of the Tourism Industry
   - 2.2 Terms and Definitions

3. The Customer Side: Why do People actually Travel?
   - 3.1 Travel Motivation
   - 3.2 Risks in the Travel Decision
   - 3.3 Travel Information
   - 3.4 Travel Decision

4. The Supply Side in Tourism
   - 4.1 The System of Tourism
   - 4.2 The Value Chain
   - 4.3 Tourism as a Virtual Product

5. Destinations and Target Areas
   - 5.1 Overview of the Main Destinations and Travel Flows Worldwide
   - 5.2 Travel Behavior of the German Population
   - 5.3 Introduction to Destination Management
   - 5.4 Attractions & Theme Parks
   - 5.5 Events
   - 5.6 Cruises
   - 5.7 Business Travel

6. Quality in Tourism
   - 6.1 Definitions
   - 6.2 Content Dimensions of Quality
   - 6.3 Temporal Dimensions of Quality

7. Trends in Tourism
   - 7.1 Social Trends
   - 7.2 Trends and Developments in Tourism

Literature

Compulsory Reading

Further Reading

- Coghlan, A. (2019). An Introduction to Sustainable Tourism. Goodfellow Publishers Limited.
- Cooper, C., Wanhill, S. (2012). Essentials of Tourism. Harlow Pearson New York, NY Addison Wesley Longman
- Gilbert, D., Fletcher, J., Fyall, A., Wanhill, S. (2017). Tourism: Principles and Practice. Pearson Education Limited.
- Inkson, C, Minnaert, L. (2018). Tourism Management: An Introduction. SAGE Publications.
- Jauhari, V. (2014). Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future. Oakville, Canada [et al.] Apple Academic Press.
- Kozak, M. (2013). Tourism Marketing: On Both Sides of the Counter. Cambridge Scholars Publishing.
- Page, S. J., Connell, J. (2014). Tourism. 4th Ed.: A Modern Synthesis. Cengage Learning.
- Panosso Netto, A. & Lohmann, G. (2016). Tourism Theory: Concepts, Models and Systems. CAB International.
- Séraphin, H. & Yallop, A. C. (2020). Overtourism and Tourism Education: A Strategy for Sustainable Tourism Futures. Taylor & Francis.
- Weaver, D. & Lawton, L. (2014). Tourism Management. Milton, AUS Wiley Australia.
- Zamparini, L. (2021). Sustainable Transport and Tourism Destinations. Emerald Publishing Limited.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Tourism Management II

Course Code: BWTO02_E

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

Course Description

The in-depth course first provides an overview of the design of experiences in tourism. After a synopsis of the most important modes of transport and their importance for tourism, the aviation market is identified as an essential upstream industry. With business models, yield management and low-cost concepts, management techniques and strategies are illustrated and applied to core tourism sectors. With tour operators as the producers of travel and the distribution of tourism products, the topics covered in the introductory course are completed with two core topics of the industry. For this purpose, first the term and the tasks of the tour operator are defined with the corresponding legal consequences and the product package tour with its characteristics is discussed. This is followed by a presentation of the developments in the tour operator market and a discussion of the current competitive situation of tour operators with current competitive strategies of tour operators. For the distribution of tourism products, the classic direct and indirect distribution channels are explained, and their characteristics are elaborated. The growing importance of online distribution is highlighted and the resulting changes in the competitive parameters in tourism distribution (especially for travel agencies) are conveyed. The course concludes with an overview of the relationship between tour operators and travel distribution, covering the topics of commissions, the current market position of traditional distribution, new challenges in the relationship with customers, and an outlook on upcoming changes and their impact on market participants.

Course Outcomes

On successful completion, students will be able to

- assess the importance of experiences and apply techniques to create experiences.
- assess the importance of different modes of transport and identify influences on tourism from the analysis of the developments in aviation and transfer as well as discuss strategies to tourism sectors.
- understand different submarkets in tourism in their historical development until today so that they are able to evaluate, anticipate, and contextualize future developments and derive implications and necessary actions for the various competitive participants.
- evaluate the current and future competitive position of tour operators and package tours and identify future trends and success factors.
- present different distribution channels, understand the travel agency as the traditional main distribution channel, relate past success factors of this distribution channel to the development of online distribution and understand the resulting shift in the relationship between tour operators and traditional distribution.
- identify new market forces and new competitors and anticipate their impact also on upcoming market developments so that future market challenges can be identified, and students can respond to them independently.

Contents

1. Experience Design in Tourism
   - 1.1 Experiences as Opposed to Tangible Goods and Services
   - 1.2 The Importance of Experiences for Suppliers and Consumers
   - 1.3 Experience Design in Practice
   - 1.4 Psychological Mechanisms of Experience Shaping

2. Modes of Transport in Tourism
   - 2.1 Modes of Transport in Tourism
   - 2.2 Bus Tours
   - 2.3 Rail Travel

3. Air Transport and Tourism
   - 3.1 Historical Development of Air Transport
   - 3.2 The Emergence of Modern Air Transport
   - 3.3 Air Transport, Politics and Modern Tourism

4. Business Models in Air Transport
   - 4.1 Traditional Business Model
   - 4.2 Virtual Business Model
   - 4.3 Aviation Business Model

5. The Low-Cost Principle
   5.1 Background of the Low-Cost Carriers
   5.2 The System of Low Cost

6. Yield or Revenue Management
   6.1 The Business Background
   6.2 What is Yield Management?
   6.3 Price Differentiation
   6.4 Overbooking

7. Tour Operator
   7.1 What is a Tour Operator?
   7.2 The Product: The Package Tour
   7.3 The Development of the Tour Operator Market
   7.4 Tour Operators in Competition
   7.5 Horizontal Integration
   7.6 Vertical Integration

8. Travel Distribution
   8.1 Distribution in Tourism
   8.2 Direct and Indirect Sales
   8.3 What exactly is a Travel Agency?
   8.4 Travel Agencies from the Perspective of the Tour Operator

9. Tour Operators and Travel Distributors in Competition
   9.1 The Relationship between Tour Operators and Travel Agencies
   9.2 Commissions and their Significance as a Competitive Tool
   9.3 The Position of Travel Agencies in the Market
   9.4 The Relationship between Travel Agencies and Customers
   9.5 Structural Changes and Outlook
   9.6 Online Travel Agencies (OTA)

Literature

Compulsory Reading

Further Reading

- Coghlan, A. (2019). An Introduction to Sustainable Tourism. Goodfellow Publishers Limited.
- Cooper, C. & Wanhill, S. (2012). Essentials of Tourism. Harlow Pearson New York, NY Addison Wesley Longman
- Gilbert, D.; Fletcher, J.; Fyall, A.; Wanhill, S. (2017). Tourism: Principles and Practice. Pearson Education Limited.
- Holland, J. & Leslie, D. (2017). Tour Operators and Operations: Development, Management and Responsibility. CABI.
- Inkson, C. & Minnaert, L. (2018). Tourism Management: An Introduction. SAGE Publications.
- Jauhari, V. (2014). Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future. Oakville, Canada [et al.] Apple Academic Press.
- Kozak, M. (2013). Tourism Marketing: On Both Sides of the Counter. Cambridge Scholars Publishing.
- Lück, M. & Gross, S. (2016). The Low Cost Carrier Worldwide. (2016). Taylor & Francis.
- Page, S. J. & Connell, J. (2014). Tourism, 4th Ed.: A Modern Synthesis. Cengage Learning.
- Panosso Netto, A. & Lohmann, G. (2016). Tourism Theory: Concepts, Models and Systems. CAB International.
- Poutier, E. & Legohérel, P. (2013). Revenue Management for Hospitality and Tourism. Goodfellow.
- Séraphin, H. & Yallop, A. C. (2020). Overtourism and Tourism Education: A Strategy for Sustainable Tourism Futures. Taylor & Francis.
- Weaver, D. & Lawton, L. (2014). Tourism Management. Milton, AUS Wiley Australia.
- Zamparini, L. (2021). Sustainable Transport and Tourism Destinations. Emerald Publishing Limited.
- Tacker, T.; Vasigh, B.; Fleming, K. (2018). Introduction to Air Transport Economics: From Theory to Applications. Taylor & Francis.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Event Management

Module Code: BWEM_E

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

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

Module Coordinator

N.N. (Event Management I) / N.N. (Event Management II)

Contributing Courses to Module

- Event Management I (BWEM01_E)
- Event Management II (BWEM02_E)

Module Exam Type

Module Exam	Split Exam
	Event Management I • Study Format "Distance Learning": Exam, 90 Minutes Event Management II • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Event Management I

- Introduction to Event Management
- Event Formats
- Organizations and Institutions in the Event Industry
- Event Planning
- Financial Management of Events
- Human Resource Management of Events
- Event Implementation
- Risk Management and Legal Aspects
- Event Evaluation

Event Management II

- Events in an International Context
- International Business Events
- International Sports Events
- International Cultural and Festival Events
- Sponsorship and Sponsorship Management in the Event Industry
- Corporate Social Responsibility in the Event Industry
- Sustainability Management in the Event Industry
- Green Meetings and Events

Learning Outcomes

Event Management I

On successful completion, students will be able to

- understand the scope of the event industry and related areas, organizations and stakeholders as well as players in the event industry.
- know and reflect the main event formats used by companies, organizations and institutions as a communication medium.
- assess and understand the needs of various event stakeholders and their objectives.
- understand in theory how to plan, organize and execute events and to analyze as well as understand the operational functional areas related to events.
- know and categorize different event evaluation tools and its methods.

Event Management II

On successful completion, students will be able to

- understand the importance of events in international and global markets.
- recognize the importance of intercultural aspects of events in an international context.
- identify and analyze the challenges and modes of action that are expected of effective event management at international events.
- recognize the need and requirement for sustainable event management and understand how to plan, implement and evaluate sustainability at events.

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 Event Management	All Bachelor Programs in the Hospitality, Tourism & Event fields

Event Management I

Course Code: BWEM01_E

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

Course Description

Trade fairs, exhibitions, conferences in a scientific, economic or political context, corporate marketing events or public sports and cultural events - the event industry is diverse. Companies use events for product presentations; but they have also found their place as an effective communication tool in corporate marketing as employee or customer-oriented events. Institutions from politics, business and society make targeted use of conferences and seminars for effective information transfer; with public events - open houses, anniversaries - the public is addressed. In this course, students will learn the basics in the field of event management as well as the planning, implementation and evaluation aspects of successful events.

Course Outcomes

On successful completion, students will be able to

- understand the scope of the event industry and related areas, organizations and stakeholders as well as players in the event industry.
- know and reflect the main event formats used by companies, organizations and institutions as a communication medium.
- assess and understand the needs of various event stakeholders and their objectives.
- understand in theory how to plan, organize and execute events and to analyze as well as understand the operational functional areas related to events.
- know and categorize different event evaluation tools and its methods.

Contents

1. Introduction to Event Management
   - 1.1 Definition of an Event
   - 1.2 History and Significance of Events
   - 1.3 Functions of Events
2. Event Formats
   - 2.1 Event Formats based on Types
   - 2.2 Event Formats based on Size and Importance
   - 2.3 Hybrid Events
   - 2.4 Gamification

3. Organizations and Institutions in the Event Industry
   3.1 The Event Industry in Germany

4. Event Planning
   4.1 Event Conception and Design
   4.2 Event Project Management

5. Financial Management of Events
   5.1 Financial and Cost Management Definitions
   5.2 Budgeting of the Event
   5.3 Financial Reporting

6. Human Resource Management of Events
   6.1 Human Resource Management and Planning

7. Event Implementation
   7.1 Event Operations
   7.2 Event Logistics

8. Risk Management and Legal Aspects
   8.1 Risk and Risk Management
   8.2 Legal Aspects

9. Event Evaluation
   9.1 Evaluation Methods
   9.2 Event Evaluation Process

Literature
Compulsory Reading
Further Reading ▪ Beech, J.G. et al. (2014): The business of events management. Pearson, Harlow ▪ Berridge, G. (2007): Events Design and Experience. Butterworth-Heinemann, Oxford. ▪ Bowdin, G. et al. (2011): Events Management. 3. Edition, Routledge, London. ▪ Capell, L. (2013): Event management for dummies. Wiley, Chichester ▪ Getz, D. (2013): Event Tourism : Concepts, International Case Studies, and Research. Putnam Valley, New York. ▪ Goldblatt, J. (2008): Special Events: the Roots and Wings of Celebration, 5. Edition, Wiley, Hoboken (NJ). ▪ Ferdinand, N./Kitchin, P. (2012): Events management. An international approach. SAGE. Los Angeles/London. ▪ O'Toole, W. (2011): Events feasibility and development: from strategy to operations. Butterworth-Heinemann, Oxford ▪ Preston, C. (2012): Event Marketing: how to successfully promote events, festivals, conventions, and expositions. 2. Edition, Hoboken, Wiley NJ

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Event Management II

Course Code: BWEM02_E

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

Course Description

The course “Event Management II” is based on the basic concepts of the course “Event Management I”. Due to global markets and global networking, events are becoming more and more international. Whether global companies or international sporting events - the organizers, organizations and participants of such events are nowadays international. Therefore, this course provides students with an in-depth insight into the international context of the event industry and the intercultural aspects of events in the various sectors. In addition to internationality, the topic of "Sustainability Management" and "Corporate Social Responsibility" of events plays a growing important role in the whole event industry.

Course Outcomes

On successful completion, students will be able to

- understand the importance of events in international and global markets.
- recognize the importance of intercultural aspects of events in an international context.
- identify and analyze the challenges and modes of action that are expected of effective event management at international events.
- recognize the need and requirement for sustainable event management and understand how to plan, implement and evaluate sustainability at events.

Contents

1. Events in an International Context
   - 1.1 Intercultural Aspects of Event Organization
   - 1.2 Internationalization of Events
   - 1.3 Events as Knowledge Transfer and Exchange in an International Context
2. International Business Events
   - 2.1 Objectives and Formats of Business Events
3. International Sports Events
   - 3.1 History of Sports Events
   - 3.2 Key Players in the Development of International Sports Events

4. International Cultural and Festival Events
   4.1 Events in the Cultural Sector

5. Sponsorship and Sponsorship Management in the Event Industry
   5.1 Sponsoring

6. Corporate Social Responsibility in the Event Industry
   6.1 Concept of Corporate Social Responsibility
   6.2 Principles of CSR in the Event Industry
   6.3 Fair Trade in the Event Industry

7. Sustainability Management in the Event Industry
   7.1 Concept of Sustainability Management
   7.2 The Economic, Ecological and Social Dimension
   7.3 Sustainable Action at Events

8. Green Meetings and Events
   8.1 Green Meetings

Literature

Compulsory Reading

Further Reading

- Beech, J.G. et al. (2014): The business of events management. Pearson, Harlow
- Fenich, G. G. (2011): Meetings, Expositions, Events, and Conventions. The Introduction to the Industry. 4. Edition, Pearson, Harlow/Upper Saddle River (NJ).
- Ferdinand, N./Kitchin, P. (2012): Events management. An international approach. SAGE, Los Angeles/London.
- Getz, D. (2020): Event Studies. Theory, Research and Policy for Planned Events. 4. Edition, Butterworth-Heinemann, Oxford/Burlington (MA).
- Getz, D. (2013): Event Tourism : Concepts, International Case Studies, and Research. Putnam Valley, NY Cognizant Communication Corporation.
- Goldblatt, S. (2012): The Complete Guide to Greener Meetings and Events. Wiley, Hoboken (NJ).
- Henderson, E. A./McIlwraith, M. (2012): Ethics and Corporate Social Responsibility in the Meetings and Events Industry. Wiley, Hoboken (NJ).
- Jones, M. (2018): Sustainable event management: a practical guide. 3. Edition, Routledge, London/New York.
- Masterman, G. (2004): Strategic Sports Event Management : An International Approach. Elsevier, Oxford.
- Masterman, G. (2006): Innovative Marketing Communications: Strategies for the Events Industry. Elsevier Butterworth-Heinemann, Oxford.
- Richards, G. et al.(2010): Eventful Cities. Routledge, Amsterdam.
- Rogers, T. (2008): Conferences and Conventions, a global industry. 2. Edition, Butterworth-Heinemann, Oxford.
- Supovitz, F. (2004): The Sports Event Management and Marketing Playbook. Wiley, Hoboken (NJ).
- Yeoman, I. et al. (2004): Festival and Events Management: an international arts and culture perspective, Elsevier Butterworth-Heinemann, Oxford, Amsterdam et al.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

BWEM02_E

Applied Sales

Module Code: DLBDSEAS

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

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

Module Coordinator

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

Contributing Courses to Module

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

Module Exam Type

Module Exam	Split Exam
	Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. The Distribution System
   - 2.1 Forms of Sales
   - 2.2 Sales Organisation
   - 2.3 Key Account Management
   - 2.4 Multi-Channel Distribution

3. Personal Sales
   - 3.1 The "New Sellers"
   - 3.2 Requirements for Sales Personalities
   - 3.3 The Key Account Manager
   - 3.4 Task of Sales Managers

4. Sales Plan
   - 4.1 Tasks and Objectives of Sales Management
   - 4.2 Observation of Competition in the Context of Sales Management
   - 4.3 Potential Analyses and Sales Planning
   - 4.4 Sales Control and Visit Strategies

5. New Customer Acquisition
   - 5.1 Identification of New Customer Potential
   - 5.2 Customer Relationship Management and Customer Acquisition
   - 5.3 Trade Fairs and Events
   - 5.4 Networking

6. The Sales Visit
   - 6.1 Frequency and Preparation of Visits
   - 6.2 Conduct of a Visit
   - 6.3 Visit Reports and Follow-Up
   - 6.4 Aftercare and Follow-Up

7. Conversational Tactics
   - 7.1 Structured Conversation Preparation
   - 7.2 Goal-Oriented Conversation: The D.A.L.A.S Model
   - 7.3 Questioning Techniques

8. Conducting Negotiations
   - 8.1 Psychology of Negotiation
   - 8.2 Negotiation Structure
   - 8.3 Objection Handling
   - 8.4 Price Negotiations

9. Other Sales Channels
   - 9.1 Telemarketing
   - 9.2 Catalogue and Brochure Sales
   - 9.3 Internet and E-Commerce

Literature

Compulsory Reading

Further Reading

- Bloomfield, J. (2020). NeuroSelling: Mastering the customer conversation using the surprising science of decision making. Axon Publishing.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). Selling and sales management (10th ed.). Pearson.
- Peppers, D., & Rogers, M. (2016). Managing customer experience and relationships: A strategic framework (3rd ed.). Wiley.
- Pink, D. H. (2012). To sell is human: The surprising truth about moving others. Riverhead Books.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
Type of Exam	Exam, 90 Minutes

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

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

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing
   - 1.4 (International) Marketing and Sales Integration

2. Customer Satisfaction as a Success Factor
   - 2.1 Customer Relationship Management (CRM)
   - 2.2 Customer Orientation Success Chain
   - 2.3 Customer Relationship Strategies

3. Customer Retention
   - 3.1 Customer Retention Management
   - 3.2 Customer Retention Tools
   - 3.3 Complaints Management

4. Customer-Oriented Communications
   - 4.1 Communication and Sales Promotion by Sales Staff
   - 4.2 Sales Promotion by Sales Team
   - 4.3 Sales Promotion by the Company

5. Personalities in Sales
   - 5.1 Sales Personalities
   - 5.2 Selling in Teams
   - 5.3 Negotiating with Committees

6. Presentation and Rhetoric
   - 6.1 Rhetoric in Sales
   - 6.2 Presentation Techniques
   - 6.3 Nonverbal Communication

7. Networking
   - 7.1 Organizational Networks and Networking
   - 7.2 Building and Shaping Relationships
   - 7.3 Networking via Social Media

8. Case Study—Multi-Vendor Customer Loyalty Programs
   - 8.1 German Consumer Goods Market & Drugstore Industry Situation
   - 8.2 PAYBACK—A German Synonym for Loyalty Cards

Literature

Compulsory Reading

Further Reading

- Homburg, C., Schäfer, H., & Schneider, J. (2012). Sales excellence: Systematic sales management.Springer Science & Business Media.
- Ingram, T. N., Schwepker, C. H., Williams, M. R., Avila, R. A., & LaForge, R. W. (2020). Salesmanagement: Analysis and decision making (10th ed.). Routledge, Taylor & Francis Group.
- Kotler, P., & Keller, K. L. (2021). Marketing management (16th, global ed.). Pearson Education

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

Module Coordinator

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

Contributing Courses to Module

- Online Marketing (DLBMSM01-01_E)
- Social Media Marketing (DLBMSM02-01_E)

Module Exam Type

Module Exam	Split Exam
	Online Marketing • Study Format "myStudies": Written Assessment: Written Assignment • Study Format "Distance Learning": Written Assessment: Written Assignment Social Media Marketing • Study Format "Distance Learning": Advanced Workbook

Weight of Module

see curriculum

Module Contents

Online Marketing

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

Social Media Marketing

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

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

4. Media planning online
   - 4.1 Principles of successful Media Planning
   - 4.2 Create and structure media budgets in a targeted manner
   - 4.3 Integrated campaigns and Cross-Media Marketing
   - 4.4 Successful media mix through campaign management

5. The Online Presence
   - 5.1 Website and web design
   - 5.2 Corporate Website
   - 5.3 Landing Page
   - 5.4 Blog
   - 5.5 Online Shop
   - 5.6 Online presentation and distribution of products and services - advantages and disadvantages

6. Mobile Marketing and M-Commerce
   - 6.1 Basics and classification of Mobile Marketing
   - 6.2 Responsive design vs. Apps vs. Mobile Web
   - 6.3 App and QR Code Marketing
   - 6.4 Location-based Services
   - 6.5 Mobile Advertising Media
   - 6.6 Mobile Commerce - definition and development
   - 6.7 Mobile Payment
   - 6.8 Success factors of mobile campaigns

7. Online law
   - 7.1 Legal aspects of Online Marketing
   - 7.2 Copyright law and the handling of user-generated content
   - 7.3 The right to your own image
   - 7.4 Basic Data Protection Ordinance (DSGVO)

8. Online Customer Retention and Service
   - 8.1 The AIDA model - extensions for Online Marketing
   - 8.2 Customer acquisition and customer retention in Online Marketing
   - 8.3 Online customer retention in the customer relationship life cycle
   - 8.4 Online customer service
   - 8.5 Excursus: Mass Customization

9. Web Analytics
   - 9.1 Key figures in Online Marketing
   - 9.2 Web Monitoring
   - 9.3 Big Data

Literature

Compulsory Reading

Further Reading

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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 Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Social Media Marketing

Course Code: DLBMSM02-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Social-Media-Marketing
   - 1.1 Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social implications of Social Media
   - 1.3 Functionality, types and fields of application of Social Media Marketing
   - 1.4 Typology and activities of Social Media users

2. Social-Media-Marketing in the Overall Marketing Mix
   - 2.1 Opportunities and risks through Social Media
   - 2.2 The POST method according to Groundswell
   - 2.3 Integration into the Classic Marketing Mix
   - 2.4 Social Media as a service channel
   - 2.5 Goals of Social-Media-Marketing
   - 2.6 Relevant key figures to measure success
   - 2.7 The strategic positioning of Social Media in the company

3. Social Media Map
   - 3.1 Overview of the Social Media Map
   - 3.2 Profiles of the most relevant Social Media Channels
   - 3.3 Target Groups/User Groups

4. Social Media Strategy Development
   - 4.1 What is a Strategy? Definitions
   - 4.2 Goals of a Strategy
   - 4.3 Stages of Social Media Strategy development
   - 4.4 Online Reputation Management and Crisis Management
   - 4.5 Social Media Governance

5. Social Media in Innovation Management
   - 5.1 The Importance and Use of the Crowd
   - 5.2 Innovation through Interactive Value Creation, Branded Communities, Lead Users and Social Media Intelligence
   - 5.3 Social Media as a Market Research Tool

6. Operational Social Media Marketing
   - 6.1 Content Marketing and Native Advertising
   - 6.2 Viral Marketing and Word of Mouth
   - 6.3 Influencer Marketing
   - 6.4 Social Media in B2B Marketing
   - 6.5 Community Management und Social Media Monitoring
   - 6.6 Social Media Relations
   - 6.7 Social Media Recruiting
   - 6.8 Social Advertising

7. Legal Framework of Social Media
   - 7.1 Legal Framework of Social Media
   - 7.2 Basic Data Protection Ordinance (DSGVO)
   - 7.3 User-generated Content
   - 7.4 The Facebook Pixel

8. Developments in Social-Media-Marketing
   - 8.1 Social Media in the Digital Change - New Forms of Consumption
   - 8.2 Social Products and Brands
   - 8.3 Social Commerce and Social Selling
   - 8.4 Messengers and Bots
   - 8.5 The terms "Postfactual" and "Postdigital"
   - 8.6 Open Leadership - Dealing with loss of control

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Advanced Workbook

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

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator

Prof. Dr. Michaela Moser (Introduction to New Work) / Prof. Dr. Julia Pitters (Business Psychology)

Contributing Courses to Module

- Introduction to New Work (DLBNWENW01_E)
- Business Psychology (DLBMPS01_E)

Module Exam Type

Module Exam	Split Exam
	Introduction to New Work • Study Format "Distance Learning": Exam (50) Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Introduction to New Work

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

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. What is New Work?
   - 1.1 The World of Work of the Future
   - 1.2 Concept Development
   - 1.3 New Work as an Interdisciplinary Approach

2. Megatrends
   - 2.1 Globalization
   - 2.2 Digitalization and Connectivity
   - 2.3 Individualization and Changing Values
   - 2.4 Demographic Change and Diversity

3. Organization of New Work
   - 3.1 Fixed Organization Forms
   - 3.2 Agile Organization Forms
   - 3.3 Effects of Agile Organization Forms

4. Leadership and Cooperation in New Work
   - 4.1 Empowerment
   - 4.2 Leadership
   - 4.3 New Forms of Agile Cooperation
   - 4.4 New Frameworks, Methods and Tools for Cooperation

5. Competence Development
   - 5.1 Competencies
   - 5.2 Settings and Mindset
   - 5.3 Continuous Learning

6. General Conditions and Criticism
   - 6.1 General Conditions
   - 6.2 Critical Classification of New Work

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
Type of Exam	Exam

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

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Economic Psychology of People
   - 1.1 Economic Psychology
   - 1.2 Human Behavior in the Economy

2. Influencing Factors of Basic Economic Assumptions
   - 2.1 Decision-Making Theories and Decision Anomalies
   - 2.2 Perception and Processing of Information
   - 2.3 Feelings

3. Theories of Business Psychology
   - 3.1 Theories in the Field of Motivation
   - 3.2 Theories in the Field of Cognition
   - 3.3 Theories in the Field of Interaction

4. Psychology of Macroeconomic Processes
   - 4.1 Psychology of Economic Development
   - 4.2 Psychology of Developed Societies
   - 4.3 Psychology of Markets
   - 4.4 Psychology of Money

5. Psychology of Microeconomic Processes I
   - 5.1 Psychology of Work
   - 5.2 Psychology of the Work Force
   - 5.3 Psychology of Work Design
   - 5.4 Psychology of Job Satisfaction
   - 5.5 Psychology of Workload

6. Economic Psychology of Microeconomic Processes II
   - 6.1 Psychology of Organizations
   - 6.2 Organizational Groups
   - 6.3 Organizational Power
   - 6.4 Organizational Conflicts
   - 6.5 Organizational Leadership

7. Psychology of Change
   - 7.1 Areas of Organizational Change
   - 7.2 Phases of organizational Change
   - 7.3 Organizational Development

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

Literature

Compulsory Reading

Further Reading

- Cascio, W. F. & Aguinis, H. (2019): Applied Psychology in Talent Management 8th Edition. SAGE Publication, London PQ.
- Church, A. H., Bracken, D. W., Fleenor, J. W. & Rose, D. S. (2019): Handbook of Strategic 360. Feedback. Oxford University Press, New York.
- Highhouse, S., Doverspike, D. & Guion, R. M. (2016): Essentials of Personnel Assessment and Selection (Essentials of Industrial and Organizational Psychology) (2nd Edition). Routledge, New York.
- Paschen, M & Dihsmaier, E. (2014): The Psychology of Human Leadership: How To Develop Charisma and Authority. Springer, Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

DLBMPS01_E

Intercultural Psychology and CRM

Module Code: DLBIHMEIPCRM

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

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

Module Coordinator

Prof. Dr. Heike Schiebeck (Intercultural Psychology) / N.N. (Customer Relationship Management)

Contributing Courses to Module

- Intercultural Psychology (DLBWPIPS01_E)
- Customer Relationship Management (DLBCRM01_E)

Module Exam Type

Module Exam	Split Exam
	Intercultural Psychology • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Customer Relationship Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Intercultural Psychology

- Introduction to intercultural psychology and cultural psychology
- Intercultural Management
- Diversity Management as a scope of application of intercultural management
- Values in the context of intercultural management
- Intercultural communication
- Intercultural marketing
- Intercultural trainings

Customer Relationship Management

- Theoretical explanatory approaches of CRM
- Customer life and customer relationship cycle
- Customer satisfaction and loyalty
- Customer Loyalty Management
- Customer value and customer portfolio management
- Strategies and instruments of CRM
- Implementation and controlling of CRM

Learning Outcomes

Intercultural Psychology

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Customer Relationship Management

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

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 Psychology and Marketing & Communication	All Bachelor Programs in the Social Sciences and Marketing & Sales fields

Intercultural Psychology

Course Code: DLBWPIPS01_E

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

Course Description

In a globalized working world, international meetings, cooperation and activities have become a matter of course. In most cases, these encounters between culturally different people are successful and satisfying for both sides. However, it is not uncommon for critical situations to arise in which the behavior of the other person is seen as threatening, inappropriate or useless and does not meet one's own expectations.In this course, students learn to understand and react appropriately to cultural differences and to deal with them in situations relevant to their jobs. The areas of intercultural differences, specifics and cooperation in intercultural teams and organizations are addressed, as well as the orientation of advertising communication in different cultural contexts.After a presentation of the different approaches of psychology as Intercultural Psychology, Cultural Psychology and Cultural Psychology and the culture-specific research, practice-relevant topics such as Intercultural Management, Intercultural Marketing and Intercultural Training will be addressed.Particular attention is paid to the areas of diversity management and value management in the corporate environment.

Course Outcomes

On successful completion, students will be able to

- take a differentiated view of the concept of culture.
- explain the methodological approaches to intercultural psychology and cultural psychology.
- deal with culture-specific behavior in a reflective manner and to react to it adequately.
- take into account the increasing importance of considering intercultural differences in a globalized world of work and life in their everyday professional life.
- understand both your own and foreign cultures.
- analyze communication and marketing messages as well as training programs for their intercultural meaning and impact.
- explain and justify the importance of a value-oriented corporate alignment.

Contents

1. Introduction to Intercultural and Cultural Psychology
   - 1.1 Concepts and Definitions of Culture
   - 1.2 Cultural Dimensions as Comparison Categories
   - 1.3 Distinction between Different Subject Areas in Research and Application
   - 1.4 Research Approaches and Methods

2. Intercultural Management
   - 2.1 Role, Influential Factors, and Requirements of Intercultural Management
   - 2.2 Organizational Culture

3. Diversity Management
   - 3.1 Definitions and Concepts
   - 3.2 Introduction of Diversity Management in Organizations
   - 3.3 Chances and Challenges

4. Values in the Context of Intercultural Management
   - 4.1 Values Relevance in Society
   - 4.2 Values in the Context of Organizations

5. Intercultural Communication
   - 5.1 Challenges and Specifics of Intercultural Communication
   - 5.2 Intercultural Differences in Communication Styles
   - 5.3 Becoming a Culturally Competent Communicator

6. Intercultural Marketing
   - 6.1 Definitions and Assessment Tools
   - 6.2 Intercultural Marketing Strategies and Concepts

7. Intercultural Training
   - 7.1 Concepts of Cultural Competence in Education and Research
   - 7.2 Developing Intercultural Competencies

Literature

Compulsory Reading

Further Reading

- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive intercultural management: Integrating cultural differences successfully. Edward Elgar Publishing.
- Deresky, H. (2016). International management: Managing across borders and cultures (9th ed.). Pearson.
- Matsumoto, D. R., & Juang, L. (2017). Culture and psychology (6th ed.). Cengage Learning.
- Schneider, S. C., Barsoux, J.-L., & Stahl, G. K. (2014). Managing across cultures (3rd ed.). Pearson.
- Usunier, J.-C., & Lee, J. A. (2013). Marketing across cultures (6th ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
Type of Exam	Exam, 90 Minutes

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

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

Customer Relationship Management

Course Code: DLBCRM01_E

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

Course Description

Customer Relationship Management is considered a central and fundamental concept of marketing management to optimally shape customer relationships. All processes of a company should be consistently and sustainably oriented towards the customer and their needs. This fundamental understanding as well as a broad overview of the topic area of CRM are conveyed to the students. In addition to the theoretical fundamentals of customer relations, this course deals with the customer life and customer relationship cycle, customer satisfaction and loyalty, customer retention management as well as customer value and customer portfolio management. The practical application is addressed through the presentation of the various strategies and instruments of CRM and also in the concrete implementation and controlling of CRM.

Course Outcomes

On successful completion, students will be able to

- recall the basics and theoretical explanations of customer relationship management.
- analyze economic management of customer relationships.
- understand the construct of the customer life or customer relationship cycle and its implications for the application of CRM tools.
- classify and measure customer satisfaction and loyalty and present the impact chain of customer loyalty and its contribution to the economic success of a company.
- master the development, planning and implementation of customer loyalty measures.
- classify customers according to their customer value and manage an efficient allocation of resources to create profitable customer relationships.
- use alternative strategies and instruments of CRM, implement them and check their impact on success.

Contents

1. Basics of CRM
   - 1.1 CRM Terms and Objectives
   - 1.2 The Economic Importance of the Customer
   - 1.3 From Transaction-Oriented to Relationship-Oriented Marketing
   - 1.4 Tasks and Structure of CRM

2. Theoretical Basis for CRM
   - 2.1 Basis in Neoclassical, Neoinstitutional and Organizational Theory
   - 2.2 Basis in Neobehavioral Theory
   - 2.3 Basis in Communication Theory

3. The Customer Life Cycle and Customer Relationship Cycle
   - 3.1 Customer Life Cycle
   - 3.2 Customer Relationship Cycle
   - 3.3 Customer Relationships from the Demand and Supply Perspective

4. Customer Satisfaction and Loyalty
   - 4.1 Customer Satisfaction as a Condition for Long-Term Customer Loyalty
   - 4.2 Measuring Customer Satisfaction
   - 4.3 Achieving Customer Loyalty through Customer Satisfaction
   - 4.4 Creating Customer Satisfaction and Loyalty

5. Customer Loyalty Management
   - 5.1 Benefits and Effects of Customer Loyalty Management
   - 5.2 Customer Loyalty Strategies
   - 5.3 Customer Loyalty Measures and Tools

6. Customer Value and Customer Portfolio Management
   - 6.1 Basics of Customer Evaluation
   - 6.2 Customer Evaluation Procedure
   - 6.3 Customer Segmentation and Customer Portfolios

7. Strategies and Tools of CRM
   - 7.1 Characteristics and Tasks of CRM Strategies
   - 7.2 Phase-Dependent CRM Strategies and Tools
   - 7.3 Other Options and Tools

8. CRM Implementation and Monitoring
   - 8.1 Organization, Management, and Company Culture
   - 8.2 Architecture of the CRM Process
   - 8.3 Operational and Analytical CRM Processes
   - 8.4 Data Processing
   - 8.5 Opportunities for Effectiveness Monitoring

Literature
Compulsory Reading
Further Reading ▪ Buttle, F. A./Maklan, S. (2019): Customer relationship management: Concepts and technologies. 4th edition, Routledge, London. ▪ Kumar, V./Reinartz, W. J. (2018): Customer relationship management: Concept, strategy, and tools. 3rd edition, Springer, Berlin. ▪ Palmatier, R. W./Steinhoff, L. (2019): Relationship marketing in the digital age. Routledge, London.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
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

International Brand Management and Corporate Communication

Module Code: DLBAMEIBMCC

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

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

Module Coordinator

Caterina Fox (International Brand Management) / Prof. Dr. Brigitte Huber (Corporate Communication)

Contributing Courses to Module

- International Brand Management (DLBDSEIMB02)
- Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type

Module Exam	Split Exam
	International Brand Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Corporate Communication • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International Brand Management

- Basics of Brand Management
- Framework Conditions for Brands in International Markets
- Strategies and Concepts of international Brands
- Brand Architectures and Brand Extension Options
- Brand Management and Communication
- Brand Management According to the Stakeholder Concept
- Brand Control and Protection

Corporate Communication

- Corporate Identity
- Corporate Design
- Corporate Image
- Corporate Communication as a Sub-Discipline of Corporate Communications
- Differentiation from Public Relations

Learning Outcomes

International Brand Management

On successful completion, students will be able to

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

Corporate Communication

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

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 Public Relations Management	All Bachelor Programmes in the Marketing & Communication fields

International Brand Management

Course Code: DLBDSEIMB02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Brand Identity, Brand Positioning, and Brand Personality
   - 2.1 Brand Identity as the Basis of Brand Management
   - 2.2 Brand Positioning
   - 2.3 Brand Image
   - 2.4 Brand Personality

3. Brand Strategies
   - 3.1 The Challenges for Brand Strategies
   - 3.2 Brand Strategies for New Products
   - 3.3 Trademark Licensing

4. International Branding
   - 4.1 Importance of Branding for International Companies
   - 4.2 Brand Concepts for International Brands
   - 4.3 Factors for Successful International Brands

5. Brand Architectures and Types of Branding
   - 5.1 Brand Hierarchies
   - 5.2 Co-branding and Ingredient Branding

6. Brand Management and Communication
   - 6.1 Classic Brand Communication
   - 6.2 Brand Communication on the Internet

7. Brand Expansion
   - 7.1 Basics of Brand Extension
   - 7.2 Opportunities and Risks of Brand Extension
   - 7.3 Ideal Typical Sequence of the Brand Extension Process

8. Brand Management According to the Stakeholder Concept
   - 8.1 Basics of Brand Management According to the Stakeholder Principle
   - 8.2 Stakeholder Groups: Consumer Stakeholder Groups
   - 8.3 Stakeholder Groups: Shareholders and Financial Investors
   - 8.4 Stakeholder Groups: Employees
   - 8.5 Stakeholder Groups: Suppliers and the Public

9. Brand Control
   - 9.1 Basics of Brand Controlling
   - 9.2 Importance and Measurement of Brand Value
   - 9.3 Practical Methods for Measuring Brand Value

10. Trademark Protection
    - 10.1 Object of Trademark Protection
    - 10.2 Origin of Trademark Protection
    - 10.3 Trademark Infringements

Literature

Compulsory Reading

Further Reading

- Beverland, M. (2021). Brand management: Co-creating meaningful brands (2nd ed.). SagePublications Ltd.
- Burmann, C., Riley, N. M., Halaszovich, T., & Schade, M. (2017). Identity-based brand management:Fundamentals—strategy—implementation—controlling. Springer Gabler.
- Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategicthinking (5th ed.). Kogan Page.
- Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, andmanaging brand equity (5th ed., Global ed.). Pearson.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Corporate Communication

Course Code: DLBPRWCCPR01_E

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

Course Description

In this course students are encouraged to fully grasp all internal and external communication activities of a company. Corporate communication is part of corporate identity and serves to communicate the corporate image. Here, for example, the focus can be on "sustainability" or "being hip". With the rise of saturated markets and global competition, the corporate image is becoming increasingly important. Corporate image and communication are increasingly becoming competitive advantages because it is becoming more and more difficult for companies to achieve and maintain product-related competitive advantages.This course combines targeted theoretical and strategic principles with practical knowledge of the content, methods, instruments and structures of corporate communication.

Course Outcomes

On successful completion, students will be able to

- comprehend the essence of corporate identity, corporate design and corporate image, differentiate them from and relate them to one another.
- understand and explain corporate communication as a sub-discipline of corporate communications.
- distinguish corporate communication from public relations.

Contents

1. Introduction to Corporate Communication
   - 1.1 Principles and Definitions
   - 1.2 Internal vs. External Corporate Communications
   - 1.3 Image Building and Brand Development
   - 1.4 Best Practice Examples in an International Context
2. Corporate Communication and PR
   - 2.1 Sub-Disciplines of Corporate Communications
   - 2.2 Differentiation from Public Relations
   - 2.3 Historical Development and Milestones

3. Corporate Philosophy as a Means of Corporate Management
   - 3.1 Corporate Soul
   - 3.2 Corporate Language
   - 3.3 Corporate Culture

4. Corporate Identity in Focus
   - 4.1 Visual Branding: Corporate Design
   - 4.2 Non-Visual Branding: Corporate Identity

5. Corporate Communication and Digitalization
   - 5.1 Challenges of Multi-Channel Communication
   - 5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

- Argenti, P. A. (2022). Corporate communication (8th ed.). McGraw Hill.
- Brinkert, R., & Chewning, L. V. (2020). Strategic corporate communication: Core concepts for managing your career and your clients' brands. Cognella Academic Publishing.
- Cornelissen, J. P. (2017). Corporate communication: A guide to theory and practice (5th ed.). Sage Publications.
- Field, J. (2021). Influential internal communication: Streamline your corporate communication to drive efficiency and engagement. Kogan Page.
- Schneider, B., & Barbera, K. M. (2014). The Oxford handbook of organizational climate andculture. Oxford University Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

International Accounting, Planning and Control

Module Code: DLBHMEEIAPC

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

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

Module Coordinator

N.N. (International Accounting) / Prof. Dr. Jonathan Black-Branch (Corporate Planning and Control)

Contributing Courses to Module

- International Accounting (DLFIAC01_E)
- Corporate Planning and Control (BPUE01-01_E)

Module Exam Type

Module Exam	Split Exam
	International Accounting • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Corporate Planning and Control • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International Accounting

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

Corporate Planning and Control

- Basics of planning, budgeting and control
- Planning and control system
- Strategic planning and control
- Operational planning and control
- Budgeting
- Case Study

Learning Outcomes

International Accounting

On successful completion, students will be able to

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

Corporate Planning and Control

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

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 Finance & Tax Accounting and Planning & Controlling	All Bachelor Programs in the Business & Management field

International Accounting

Course Code: DLFIAC01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Development and Significance of International Accounting
   - 1.1 The Importance of International Accounting Rules
   - 1.2 The Evolution of IFRS
   - 1.3 Application of IFRS in the G-20
2. General Principles of IFRS
   - 2.1 Structure of International Financial Reporting Standards
   - 2.2 Purpose of the Conceptual Framework
   - 2.3 Basic Principles of the Conceptual Framework
   - 2.4 Overview of Individual Standards and Interpretations

3. Recogntion and Measurement Rules for IFRS Financial Reports
   3.1 Definition of the elements of Financial Statements
   3.2 Recogntion and Measurement of Intangible Assets and Prpoerty, Plant and Equipment
   3.3 Recognition and Measurement of Inventories and Financial Instruments
   3.4 Provisions and Deferred Taxes
   3.5 Revenue Recognition

4. Preparation of the Balance Sheet and Income Statement under IFRS
   4.1 Structure and Elements of the Income Statement
   4.2 Components of Profit and Loss Account
   4.3 Accounting Policies

5. Cash Flow Statement and Other Disclosures in Financial Statements for IFRS
   5.1 Cash Flow Statement in IFRS financial reports
   5.2 Statement of Changes in Equity According in IFRS Financial Reports
   5.3 Notes According to IFRS

6. Business Combinations and Consolidated Financial Statements under IFRS
   6.1 Principles of Business Combinations and Consolidated Financial Statements
   6.2 Identifying and Accounting for a Business Combination
   6.3 Consolidation of Individual Financial Statements

7. Other IFRS Application Areas from Practice
   7.1 IFRS for Small and Medium-Sized Companies
   7.2 Main differences between IFRS and HGB
   7.3 Conversion from HGB to IFRS

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Corporate Planning and Control

Course Code: BPUE01-01_E

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

Course Description

Planning and control are central elements for the management of a company. The students learn about the connection between planning and control at the strategic and operational level of a company and the role of budgeting. They learn how the planning and control system of a company can be designed in terms of structure and process and what the benefits and limitations of planning and control are. Students will learn about the procedure of strategic and operational planning and control. They will also learn to apply basic approaches, instruments and methods and to critically observe processes. In the context of operational planning and control, special attention is paid to the tasks and principles of budgeting and their implementation. In the context of a case study, the consolidation of various planning results into a financial model of a company is demonstrated.

Course Outcomes

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

Contents

1. Basics of planning, budgeting and control
   - 1.1 Relationship and functions of planning and control
   - 1.2 Systematization of characteristics of planning and classification subsumption of budgeting
   - 1.3 Systematization of control characteristics

2. Planning and control system
   - 2.1 General structure
   - 2.2 Planning and control bodies
   - 2.3 Planning and control process
   - 2.4 Limits and benefits

3. Strategic planning and control
   - 3.1 Fundamentals and process of strategic planning and control
   - 3.2 Strategic Analysis
   - 3.3 Strategy evaluation and selection
   - 3.4 Strategy implementation

4. Operational planning and control - basics
   - 4.1 Basics and process of operationalve planning and control
   - 4.2 Functional planning areas
   - 4.3 Formal target planning

5. Operational planning and control - Budgeting
   - 5.1 Tasks and principles of budgeting
   - 5.2 Budgeting system
   - 5.3 Newer budgeting approaches

6. Case Study
   - 6.1 Introduction
   - 6.2 Data collection and assumptions
   - 6.3 Modeling

Literature

Compulsory Reading

Further Reading

- Argenti, J. (2018): Corporate Planning. A Practical Guide. Routledge, New York.
- Bright D.S. et al. (2020): Principles of Management. (URL: http://cnx.org/content/col28330/1.8 [Retrieved: 2020.12.14]).
- Merchant, K./Van der Stede, W.A. (2017): Management Control Systems. 4. Edition, Pearson, Harlow.
- Robbins, S.P./Coulter, M. (2020): Management, Global Edition. 15. Edition, Pearson, Hoboken, NJ.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Organizational Development and Change Management

Module Code: DLBWPOCM_E

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

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

Module Coordinator

Dirk Steffens (Organizational Development) / Prof. Dr. Neha Chatwani (Change Management)

Contributing Courses to Module

- Organizational Development (DLBWPOCM01_E)
- Change Management (DLBDBCM01_E)

Module Exam Type

Module Exam	Split Exam
	Organizational Development • Study Format "Distance Learning": Exam, 90 Minutes Change Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Organizational Development

- Organizational Development
- Framework conditions for organizational change Concepts of organizational development Organizations in transition
- New forms of organization
- Organizational design
- Problem areas and intervention techniques
- Evaluation of success and transfer

Change Management

- Introduction to Change Management
- Understanding and shaping change
- Phase models of change management
- Phases of the change process
- Change communication
- Influencing factors and typical errors in change management
- Operational instruments in the context of change management

Learning Outcomes

Organizational Development

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Change Management

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

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 Business Administration & Management	All Bachelor Programs in the Business & Management field(s)

Organizational Development

Course Code: DLBWPOCM01_E

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

Course Description

To remain competitive, all organizations are subject to constant change. To shape this change positively is a key function of the responsible managers and a sign of successful management. Frequently, reasons such as the discontinuation or the development of new business fields, mergers and relocations are decisive, but also continuous company growth; technological improvements and social changes are reasons for partly far-reaching measures for the further development of organizations. This knowledge is of central importance for implementing changes. This course shows the most important human relation theories that serve as a basis for organizational development. Since the corporate culture is a central component of organizational development, both the analysis and the development of the corporate culture are presented. It also discusses the most important aspects of learning organization.

Course Outcomes

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Contents

1. Organizational Understanding of Organizational Development
   - 1.1 Organization concept
   - 1.2 Development of organizational theory approaches
   - 1.3 Organizational principles and forms of organization
2. Basics of Organizational Development
   - 2.1 Definition and delimitations
   - 2.2 Historical origins of organizational development
   - 2.3 Criticism of the concept of organizational development

3. Model Assumptions of Organizational Development
   - 3.1 Human relation theories in organizational development
   - 3.2 Phase models
   - 3.3 Organizational burn-out and organizational resilience

4. Systemic Organizational Development
   - 4.1 Theoretical basics
   - 4.2 Implications for systemic organizational development

5. Development of Corporate Culture
   - 5.1 Theoretical basics
   - 5.2 Culture Analysis
   - 5.3 Cultural Development

6. Development of Organizational Learning
   - 6.1 Basic ideas and definitions
   - 6.2 Learning levels: How do organizations learn?
   - 6.3 Development of the learning organization

Literature

Compulsory Reading

Further Reading

- Cummings, T. G. (2009): Handbook of Organization Development. Sage Pub, Thousand Oaks.
- Kozlowski, S. W. J./Salas, E. (2010): Learning, training, and development in organizations. Routledge, New York.
- Laloux, F. (2015): Reinventing Organizations. An Illustrated Innovation to Join the Conversation on Next-Stage Organizations. Nelson Parker.
- Simons, R. (2005): Levers of Organization: How Managers uns Accountability Systems for Greater Performance and Commitment. Boston Harvard Business School Publishing, Boston.
- Tolbert, P. S./Hall, R. H. (2016): Organizations – Structures, Processes, and Outcomes. 10th Edt. Routledge, New York.

Study Format Distance Learning

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

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Change Management

Course Code: DLBDBCM01_E

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

Course Description

The pace of change in markets, technologies and customer behavior has increased significantly.These developments offer growth opportunities for companies - new business models, mergingmarkets, changed customer behavior. To utilize future potentials, companies need to implementchanges effectively and quickly. To do this, it is essential to know the meaning, structure, roles ofthe people involved, possible bottle neck situations and communication within the framework ofchange management. A great number of change programs regularly fail in the operationalimplementation. Therefore, knowledge of the systematic approach to the change process isnecessary to successfully manage change in and of the company. People and processes play acentral role in this procedure.

Course Outcomes

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can beidentified and designed.
- grasp the basics of processes in change management and communicate them to otherparticipants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Contents

1. Introduction to Change Management
   - 1.1 Terms and Definitions
   - 1.2 Limitations of Change Management
   - 1.3 Models of Change

2. Causes and Triggers of Change
   - 2.1 Change and Transformation
   - 2.2 External Triggers of Change
   - 2.3 Internal Triggers for Change

3. The company as an Obstacle to Change
   - 3.1 Obstacles at Organizational Level
   - 3.2 Collective Obstacles
   - 3.3 Economic Obstacles

4. Resistance at Individual Level
   - 4.1 Manifestations of Individual Resistance
   - 4.2 Causes and Triggers of Individual Resistance
   - 4.3 Actions towards Resistance

5. Change as a Management Task
   - 5.1 Success Factors of Change Management
   - 5.2 Management Tasks in Change
   - 5.3 Change Management Activity Plans

6. Leading Change
   - 6.1 Success Factor: Leadership and Manager
   - 6.2 Leadership Roles and Functions
   - 6.3 Change Communication

7. Management of Change Projects
   - 7.1 Change Management Models
   - 7.2 Organization of Change Management
   - 7.3 Controlling and Evaluation of Change Projects

Literature

Compulsory Reading

Further Reading

- Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.
- Metcalfe, J. S., & Cantner, U. (Eds.). (2003). Change, transformation and development. Physica.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

International HR and Leadership

Module Code: DLBBWWIHRL_E

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

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

Module Coordinator

Prof. Dr. Katharina Rehfeld (International HR Management) / N.N. (Leadership 4.0)

Contributing Courses to Module

- International HR Management (DLBINTIHR01_E)
- Leadership 4.0 (DLBWPLS01_E)

Module Exam Type

Module Exam	Split Exam
	International HR Management • Study Format "myStudies": Written Assessment: Case Study • Study Format "Distance Learning": Written Assessment: Case Study Leadership 4.0 • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

International HR Management

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

Leadership 4.0

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

Learning Outcomes

International HR Management

On successful completion, students will be able to

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

Leadership 4.0

On successful completion, students will be able to

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

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

International HR Management

Course Code: DLBINTIHR01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Comparative Human Resources
   - 2.1 Globalisation and its Effects on Human Resources Management
   - 2.2 Contextual Effects
   - 2.3 Requirements

3. Multinational Companies and International HR Models
   - 3.1 Challenges in Multinational Corporations
   - 3.2 Resolution Methods
   - 3.3 International HR Models

4. International Personnel Deployment
   - 4.1 International Personnel Planning
   - 4.2 Reasons for Deployments and Job Rotation
   - 4.3 Selection of Expatriates
   - 4.4 Success Determinants

5. International Missions and Host Countries
   - 5.1 Variance in Environmental Variables
   - 5.2 Host Country Effects for Multinational Corporations
   - 5.3 HRM in Cross-Border Mergers and Acquisitions
   - 5.4 Integration

6. Development of International Managers
   - 6.1 Personnel Development in an International Context
   - 6.2 Preparation, Support and Reintegration of Expatriates

7. Application in Sample Markets
   - 7.1 Asia: Japan and Taiwan
   - 7.2 Asia: China and Vietnam
   - 7.3 USA
   - 7.4 European Countries

Literature
Compulsory Reading
Further Reading ▪ Brewster, C., Mayrhofer, W., & Farndale, E. (2017). Handbook of research on comparative human resource management (2nd ed.). Edward Elgar Publishing. ▪ Dowling, P. J., Festing, M., & Engle, A. D. (2017). International human resource management (7th ed.). Cengage Learning.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ 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
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	☐ Sprint
☑ Course Book	☐ Creative Lab	☐ Interactive Online Lecture
☐ Vodcast	☑ Guideline	
☑ Shortcast	☑ Live Tutorium/Course Feed	
☑ Audio	☐ Reader	
☐ Exam Template	☑ Slides	

Leadership 4.0

Course Code: DLBWPLS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Leadership Versus Management
   2.1 Distinctions between these Concepts
   2.2 Relevance of Leadership in the Context of Technological Change
   2.3 New Forms of Work as a Challenge for Leadership 4.0

3. Organizational Prerequisites for Successful Leadership
   3.1 Launching Corporate Governance Initiatives
   3.2 From Process to Project Management
   3.3 Managing Limited Resources

4. Personal Factors for Successful Leadership
   4.1 Personal Characteristics
   4.2 Technological Know-how
   4.3 Policy and Compliance

5. Management Tools
   5.1 Definition, Differentiation and Challenges
   5.2 Use of Direct Management Tools
   5.3 Use of Indirect Management Tools

6. Leadership 4.0 Models
   6.1 Transformational Leadership
   6.2 Leadership as an Agile Role
   6.3 Authentic Leadership

7. Leadership 4.0 Case Studies
   7.1 Allsafe Jungfalk
   7.2 Automattic

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

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBWPLS01_E

Business Ethics and Sustainability

Module Code: DLBEPWWEN_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	▪ none ▪ keine	BA	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. (Sustainability and Quality Management) / N.N. (Business Ethics)

Contributing Courses to Module

- Sustainability and Quality Management (DLBLONQM01_E)
- Business Ethics (BETH01_E)

Module Exam Type

Module Exam	Split Exam
	Sustainability and Quality Management • Study Format "Distance Learning": Exam, 90 Minutes Business Ethics • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Sustainability and Quality Management

- Fundamentals of Sustainability
- Sustainability in three Dimensions
- Sustainability in Practice
- 4 Tools and Methods of Sustainability Management
- Quality of Products, Processes and Services
- Processes, Methods and Quality Tools
- Quality Management Systems

Business Ethics

- Fundamentals of Business Ethics
- Ethics Theories at a glance
- Context of Business Ethics in the Western World
- Business Ethics Problems in Companies
- Business Ethics Concepts for Companies
- Practical Integration of Business Ethics in the Company

Learning Outcomes

Sustainability and Quality Management

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

Business Ethics

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethicaldecision-making.

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 Quality & Sustainability Management and Economics.	All Bachelor Programs in the Transportation & Logistics and Business & Management field(s).

Sustainability and Quality Management

Course Code: DLBLONQM01_E

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

Course Description

The students learn the basics and the operational concepts of sustainability and quality management and can contribute to the implementation in practice. The importance of sustainability and quality as a corporate task is discussed from the perspective of personal, corporate and social responsibility, among other things. Methods and systems of implementation in companies are presented and critically examined.

Course Outcomes

On successful completion, students will be able to

- know the principles of sustainability and quality management and their significance for the company and society.
- know procedures and instruments and to implement sustainability and quality concepts in practice.
- scientifically classify the entire subject area, on the basis of the contents of the courses and with the help of supplementary scientific literature, and place it in relation to each other and evaluate it with regard to its significance for practice.
- reflect on the subject of sustainability and quality management against the background of corporate responsibility.
- know methods and applications for the realization of sustainability concepts under consideration of economic, ecological and social aspects and to apply them professionally in practice and to use them for the development of problem solutions based on sustainability criteria.
- apply quality management procedures and instruments in practice.
- present the developed solution approaches in an argumentatively well-founded and comprehensible way. Students are able to assess the role of sustainably operating companies and institutions, especially from a system perspective.
- know the legal and normative framework for sustainability and quality management.

Contents

1. Fundamentals of Sustainability
   - 1.1 Basic understanding and definitions
   - 1.2 Ethical aspects and social responsibility of companies
   - 1.3 Learning from nature: Role models for business processes

2. Sustainability in three Dimensions
   - 2.1 Historical developments
   - 2.2 Developments in the natural environment
   - 2.3 Economic trends
   - 2.4 Social developments and social environment

3. Sustainability in Practice
   - 3.1 Politics and State
   - 3.2 Companies
   - 3.3 Civil Society

4. Tools and Methods of Sustainability Management
   - 4.1 System Dynamics and Technology Assessment
   - 4.2 Environmental Law
   - 4.3 Sustainability and environmental management systems
   - 4.4 Life cycle assessment and CO2 footprint

5. Quality of Products, Processes and Services
   - 5.1 Definitions and terms
   - 5.2 Developments and trends
   - 5.3 Specifics of service quality
   - 5.4 Metrics and key figure systems

6. Processes, Methods and Quality Tools
   - 6.1 Continuous improvement
   - 6.2 Failure Mode and Effects Analysis (FMEA)
   - 6.3 7Q - the seven quality tools
   - 6.4 Audits and certifications

7. Quality Management Systems
   - 7.1 Quality management according to DIN EN ISO 9000ff.
   - 7.2 Total Quality Management

Literature
Compulsory Reading
Further Reading ▪ Crane, A./Matten, D. (2019): Business ethics. Managing corporate citizenship and sustainability in the age of globalization. 5th Edition, Oxford University Press, Oxford. ▪ Diran, D.R. (2016): Total Quality Management: Key Concepts and Case Studies. Butterworth-Heinemann, Amsterdam et al. ▪ Goetsch, D.L./Davis, S. (2016): Qualitiy Management for Organizational Excellence. Introduction to Total Quality. 8th Edition, Pearson, New Jersey. ▪ Meadows, D./Meadows, D./RANDERS, J. (2004): Limits to Growth: the 30-Year Update. White River Junction, VT Chelsea Green. ▪ Nassos, G. P./Avlonas, N. (2020): Practical Sustainability Strategies - How to Gain a Competitive Advantage. 2nd Edition. John Wiley & Sons, Hoboken.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Business Ethics

Course Code: BETH01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	keine

Course Description

Business Ethics deals with the application of ethical principles to business activities. The actions of individuals and companies are thus integrated into a context of social and ethical responsibility. Business Ethics derives its legitimacy from the effects that all economic activities have on other people, institutions and the environment. Social justice and sustainability are therefore among the most important norms of Business Ethics and are explained and described in the course. The aim of the course is providing general guidance on how to arrive at ethical decisions, rather than offering general solutions. In that sense, students are enabled to develop moral judgment in an informed manner and then make ethical decisions accordingly.

Course Outcomes

On successful completion, students will be able to

- identify conflicting interests between profit making and ethical behavior.
- name the different ethical problem situations in the daily business.
- understand business ethics theories and concepts.
- systematically integrate aspects of business ethics in daily business routine.
- use instruments of business ethics in order to sanction misconduct and to encourage ethicaldecision-making.

Contents

1. Fundamentals of Business Ethics
   - 1.1 Business and ethics - an overview
   - 1.2 Important terms and definitions
   - 1.3 Developments and perspectives in ethics
2. Ethics Theories at a glance
   - 2.1 The benefits of ethics theories
   - 2.2 Categorization of ethics theories
   - 2.3 Business Ethical Concepts

3. Context of Business Ethics in the Western World
   - 3.1 The importance of the context for business ethics
   - 3.2 Discussion of various contextual factors
   - 3.3 The relevance of company size on business ethics

4. Business Ethics Problems in Companies
   - 4.1 Categories of business ethicsl problems in companies
   - 4.2 Factors that make unethical behaviour more likely
   - 4.3 Case studies for ethics problems in companies

5. Business Ethics Concepts for Companies
   - 5.1 Corporate Social Responsibility
   - 5.2 Stakeholder Theory
   - 5.3 Business ethics in an international context

6. Practical Integration of Business Ethics in the Company
   - 6.1 Corporate Governance Codes
   - 6.2 Codes of Conduct/Codes of Ethics
   - 6.3 Whistleblowing
   - 6.4 Other instruments for implementing ethics in business practice

Literature

Compulsory Reading

Further Reading

- Boylan, M. (2014): Business Ethics: Vol. 2nd ed. Wiley-Blackwell.
- Crane, A., & Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford Oxford University Press .
- Ferrell, O. C./Ferrell, L., & Fraedrich, J. (2015): Business Ethics, 10th Ed. : Ethical Decision Making and Cases. Stamford [USA].
- Rossouw, D. & van Vuuren, L. (2017): Business Ethics 6e: Vol. 6th edition. Oxford University Press Southern Africa.
- Tricker, G., & Tricker, R. I. (2014): Business Ethics : a Stakeholder, Governance and Risk Approach. London Routledge.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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

Market Research and Product Management

Module Code: DLBIHMEMRPM

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

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

Module Coordinator

Prof. Dr. Maren Weber (Market Research) / Prof. Dr. Mirko Bendig (Fundamentals of Product Management)

Contributing Courses to Module

- Market Research (BMFO01_E)
- Fundamentals of Product Management (DLBPROGPM01_E)

Module Exam Type

Module Exam	Split Exam
	Market Research • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes Fundamentals of Product Management • Study Format "myStudies": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Market Research

- Marketing Research: Support in Decision Making
- Choice of Research Approach
- Operationalization Process for Measuring and Scaling Of Variables
- Selection of Survey Parts
- Data Analysis, Interpretation and Presentation

Fundamentals of Product Management

- Introduction to product management
- Market analysis
- Product strategy
- Idea generation and validation
- Product and market tests
- Market launch
- Product management after launch

Learning Outcomes

Market Research

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

Fundamentals of Product Management

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

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 Bachelor Programs in the Marketing & Communication field

Market Research

Course Code: BMFO01_E

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

Course Description

The goal of market research is to collect information in order to support management decision-making. Market research information can be obtained in many different ways. The Market Research course provides students with a basic knowledge about the approach to market research and the methods used. All steps of the market research process are presented. The data which is generated through research focusses on topics such as determining the market potential, image analyses or customer satisfaction measurement.

Course Outcomes

On successful completion, students will be able to

- know the basic methods of market research.
- understand the basic techniques of research approaches, survey methods and data analysis with emphasis on the interpretation and evaluation of results.
- systematically collect and analyze data to make decisions based on sound criteria.
- evaluate the importance, benefits and limitations of market research data.

Contents

1. Basics of Market Research
   - 1.1 Definition and Relevance to Marketing
   - 1.2 Tasks and the Process of Market Research
   - 1.3 Providers and Users of Market Research Data
2. Choice of Research Approach
   - 2.1 Research Approachs
   - 2.2 Primary versus Secondary Research
   - 2.3 Qualitative versus Quantitative Research
3. Qualitative Market Research
   - 3.1 Traditional Qualitative Research Methods
   - 3.2 Online Qualitative Research Methods
   - 3.3 Analysis of Qualitative Studies

4. Basic Principles of Quantitative Market Research
   4.1 Sampling
   4.2 From Research Question to Measuring Instrument
   4.3 Measurement Levels and Scaling

5. Surveys: A Method of Quantitative Market Research
   5.1 Questionnaire design
   5.2 Methods for Data Collection in Surveys
   5.3 Online Surveys

6. Further Methods of Quantitative Market Research
   6.1 Observation
   6.2 Panels and Trend Studies
   6.3 Experiments and Test Markets

7. Data Collection and Preparing Data for Analysis
   7.1 Data Collection
   7.2 Coding and Weighting
   7.3 Error Control and Missing Data

8. Data Analysis
   8.1 Univariate Procedures
   8.2 Bivariate Procedures
   8.3 Multivariate Procedures

9. Communicating Research Results
   9.1 Condensing Data and Interpretation
   9.2 Displaying Results
   9.3 Presentation of Results

Literature
Compulsory Reading
Further Reading ▪ Brown, T./Churchill, G. A./Iacobucci, D. (2005): Marketing Research. Methodological Foundations. 9th Edition, Thomson, Hampshire, UK. ▪ Burns, A./Veeck, A./Bush, R. (2016): Marketing Research. 8th edition, Pearson. ▪ Churchill, G. A./Brown, T./Suter, T. A. (2010): Basic Marketing Research. 7th Edition, Thomson, Hampshire (UK). ▪ Hague, P./Cupman, J./Harrison, M./Truman, O. (2013): Market Research in Practice: An Introduction to Gaining Greater Market Insight, 3rd Edition, Kogan Page.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

Fundamentals of Product Management

Course Code: DLBPROGPM01_E

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

Course Description

Product management is a function that deals with the planning, management and control of products and services during the entire product life cycle. The product manager, as the main person responsible for a product, has to master various disciplines in order to successfully manage his product. The course Fundamentals of Product Management provides the appropriate background knowledge to create market analyses and develop product strategies. Special attention is paid to the generation and validation of new product ideas, the testing and introduction of products on the market and the management of products after launch.

Course Outcomes

On successful completion, students will be able to

- prepare market analyses and product strategies
- generate and validate new product ideas
- plan and execute product and market tests
- organize the market launch and successfully place the products on the market
- manage products successfully after market launch.

Contents

1. Introduction to product management
   - 1.1 Concept, goals and tasks of product management
   - 1.2 Product quality and corporate success
   - 1.3 Product categories
2. Market analysis
   - 2.1 Basics of market analysis
   - 2.2 Market research
   - 2.3 Methods of market analysis
3. Product strategy
   - 3.1 Basics of the product strategy
   - 3.2 Goals and positioning
   - 3.3 Evaluation and selection of product strategies

4. Idea generation and validation
   - 4.1 Basics of innovation management
   - 4.2 Idea generation
   - 4.3 Idea and market validation

5. Product and market tests
   - 5.1 Importance of the test phase
   - 5.2 Product tests
   - 5.3 Market tests

6. Market launch
   - 6.1 Basics for market entry
   - 6.2 Market entry strategies
   - 6.3 Distribution
   - 6.4 Serial production

7. Product management after market launch
   - 7.1 Product life cycle
   - 7.2 Methods and concepts of product management
   - 7.3 Customer satisfaction
   - 7.4 Interface Management

Literature

Compulsory Reading

Further Reading

- Fuchs, C. (2019): Mastering Disruption and Innovation in Product Management. Connecting the Dots. Springer, Cham.
- Pranam, A. (2018): Product Management Essentials. Tools and Techniques for Becoming an Effective Technical Product Manager. Apress, Berkeley.
- Wagenblatt, T. (2019): Software Product Management. Finding the Right Balance for YourProduct Inc. Springer, Cham.

Study Format myStudies

Study Format	Course Type
myStudies	Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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
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

DLBPROGPM01_E

Intrapreneurship

Module Code: DLBEPWIP_E

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

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

Module Coordinator

Prof. Dr. Mirko Bendig (Innovation Management) / Prof. Dr. Inga Schlömer (Project: Design Thinking)

Contributing Courses to Module

- Innovation Management (DLBEPWIP01_E)
- Project: Design Thinking (DLBINGDT01_E)

Module Exam Type

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

Weight of Module

see curriculum

Module Contents

Innovation Management

- Understanding Innovation
- Planning Innovation
- Developing Innovation
- Implementing Innovation in the Market
- Case Studies and Examples of Innovation Management

Project: Design Thinking

- Basic principles of Design Thinking
- The Design Thinking microvprocess
- The Design Thinking macro process
- Methods for early phases of the process
- Methods for idea generation
- Methods for prototyping and testing
- Space concepts for Design Thinking
- Examples and case studies

Learning Outcomes

Innovation Management

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Project: Design Thinking

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

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 Design	All Bachelor Programs in the Business & Management and Design, Architecture & Construction fields

Innovation Management

Course Code: DLBEPWIP01_E

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

Course Description

Innovation management has a high relevance for the success of a company. Students receive a basic understanding of innovation management and its significance from an economic and business perspective. In addition to the different innovation strategies, the function and organization of innovation as well as the innovation culture in a company and the phases of the innovation process are presented in detail and classified within strategic management and product management.For each phase of the innovation process concrete instruments are introduced and their advantages and disadvantages will be examined. After the discussion of selected creativity techniques for the generation of ideas, the Lead User Approach, the Open Innovation approaches and the Conjoint Analysis Methodology will be discussed. In the innovation evaluation phase, students will be familiarized with instruments such as scoring models. As the final stage of the innovation process, an understanding of the implementation of innovations on the market will be conveyed. Finally four concrete case studies are going to be explained for the purpose to demonstrate the innovation practice in different companies.

Course Outcomes

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Contents

1. Understanding Innovation
   - 1.1 Basics of innovation management
   - 1.2 Economic and business significance of innovations
   - 1.3 Features of innovations
   - 1.4 Innovation types
   - 1.5 Success factors of innovations

2. Planning Innovation
   - 2.1 Definition and development of innovation strategies
   - 2.2 Organization of the innovation function
   - 2.3 Different organizational forms of innovation management
   - 2.4 Shaping a culture of innovation and promoting intrapreneurship
   - 2.5 Role and function of the innovation manager

3. Developing Innovation
   - 3.1 Concepts and models of common innovation processes
   - 3.2 Advantages and disadvantages of innovation process models
   - 3.3 Stimuli and idea generation for innovations
   - 3.4 Lead User and Open Innovation approaches
   - 3.5 Idea evaluation and selection

4. Implementing Innovation in the Market
   - 4.1 Operational implementation of the innovation
   - 4.2 Innovation Marketing
   - 4.3 Market launch
   - 4.4 Intellectual property rights

5. Case Studies and Examples of Innovation Management
   - 5.1 Innovation process from practice
   - 5.2 Digital Innovation Management
   - 5.3 Innovation Lab
   - 5.4 Start-up Accelerator / Incubator

Literature
Compulsory Reading
Further Reading ▪ Christensen, C.M. (2016): Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Management of Innovation and Change. Harvard Business Review Press, Boston. ▪ Tidd, J./Bessant, J.R. (2014): Strategic Innovation Management. 1st Edition, Wiley, New York. ▪ Dodgson, M./ Gann, D.M./Phillips, N. (2013): The Oxford Handbook of Innovation Management. Oxford Handbooks, Illustrated Edition, Oxford. ▪ Gassmann, O./Schweitzer, F. (2013): Management of the Fuzzy Front End of Innovation. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Online Lecture

Information about the examination	
Examination Admission Requirements	**BOLK:** yes
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: Design Thinking

Course Code: DLBINGDT01_E

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

Course Description

In this course students will receive a practical introduction to Design Thinking. In addition to teaching the individual basic principles, the procedures in Design Thinking will also be examined in detail. In order not only to understand Design Thinking but also to experience it, selected methods for the individual process steps will be presented and practiced on an example project.

Course Outcomes

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

Contents

1. Basic Principles of Design Thinking
2. The Design Thinking Micro Process
3. The Design Thinking Macro Process
4. Methods for Early Phases of the Process
5. Methods for Idea Generation
6. Methods for Prototyping and Testing
7. Examples and Case Studies

Literature
Compulsory Reading
Further Reading ▪ Brown, T. (2008): Design Thinking. In: Harvard Business Review, June, p. 84–95. ▪ Brown, T./Kātz, B. (2019): Change by design: How design thinking transforms organizations and inspires innovation (Revised and updated edition). Harper Busienss, New York City, NY. ▪ IDEO (2015): The field guide to human-centered design: Design kit. 1st edition, IDEO, San Francisco, CL. ▪ Lewrick, M./Patrick, L./Leifer, L. (2018:. The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems. JOHN WILEY & Sons, Hoboken, NJ. ▪ Lewrick, M./Patrick, L./Leifer, L. (2020). Design Thinking Toolbook. JOHN WILEY & Sons, Hoboken, NJ.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** 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	

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**BOLK:** 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	

DLBINGDT01_E

Studium Generale

Module Code: DLBSG_E

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

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

Module Coordinator

N.N. (Studium Generale I) / N.N. (Studium Generale II)

Contributing Courses to Module

- Studium Generale I (DLBSG01_E)
- Studium Generale II (DLBSG02_E)

Module Exam Type

Module Exam	Split Exam
	Studium Generale I • Study Format "Distance Learning": See Selected Course Studium Generale II • Study Format "Distance Learning": See Selected Course

Weight of Module

see curriculum

Module Contents

Studium Generale I

In principle, all IU bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

Studium Generale II

In principle, all IU bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

Learning Outcomes

Studium Generale I

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Studium Generale II

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Links to other Modules within the Study Program	Links to other Study Programs of the University
It is a stand-alone offering with possible references to various required and elective modules	All IU Distance Learning Bachelor Programs

Studium Generale I

Course Code: DLBSG01_E

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

Course Description

In the course "Studium Generale I", students deepen their knowledge in a self-selected subject area by completing an IU course outside their applicable curriculum. This gives them the opportunity to look beyond their own subject area and acquire further competencies. The associated option enables students to self-determine their study content to focus even more on issues relevant to them and/or to strengthen or develop selected competencies.

Course Outcomes

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Contents

- The course "Studium Generale I" offers students the opportunity to take courses outside of their curriculum and the result can be credited as an elective subject. In principle, all IU bachelor courses that fulfill the following requirements are creditable for this purpose:
  - They are not part of an integral part of the applicable mandatory curriculum.
  - They do not have admission requirements or students can prove that they have met the admission requirement.
- The examination of the selected courses must be taken in full and finally passed in order to be credited as part of the 'Studium Generale' .

Literature

Compulsory Reading

Further Reading

- See course description of the selected course

Study Format Distance Learning

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	See Selected Course

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
See Selected Course

Studium Generale II

Course Code: DLBSG02_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		n/a	None

Course Description

In the course "Studium Generale II", students deepen their knowledge in a self-selected subject area by completing an IU course outside their applicable curriculum. This gives them the opportunity to look beyond their own subject area and acquire further competencies. The associated option enables students to self-determine their study content to focus even more on issues relevant to them and/or to strengthen or develop selected competencies.

Course Outcomes

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Contents

- The course "Studium Generale II" offers students the opportunity to take courses outside of their curriculum and the result can be credited as an elective subject. In principle, all IU bachelor courses that fulfill the following requirements can be chosen for this purpose:
  - They are not part of an integral part of the applicable mandatory curriculum.
  - They do not have admission requirements or students can prove that they have met the admission requirement.
- The examination of the selected courses must be taken in full and finally passed in order to be credited as part of the 'Studium Generale' .

Literature

Compulsory Reading

Further Reading

- See course description of the selected course

Study Format Distance Learning

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	See Selected Course

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
See Selected Course

Foreign Language Italian

Module Code: DLFSWI_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course Italian) / Prof. Dr. Regina Cordes (Foreign Language Italian)

Contributing Courses to Module

- Certificate Course Italian (DLFSWI01_E)
- Foreign Language Italian (DLFSI01_E)

Module Exam Type

Module Exam	Split Exam
	Certificate Course Italian • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language Italian • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course Italian

To learn and deepen Italian as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language Italian

To learn and deepen Italian as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course Italian

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language Italian

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course Italian

Course Code: DLFSWI01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Italian as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and

coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading - According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	Participation Certificate (passed / not passed)

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
Instructional Methods are provided by the External Service Provider

Foreign Language Italian

Course Code: DLFSI01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Italian as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Italian according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

Foreign Language French

Module Code: DLFSWF_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course French) / Prof. Dr. Regina Cordes (Foreign Language French)

Contributing Courses to Module

- Certificate Course French (DLFSWF01_E)
- Foreign Language French (DLFSF01_E)

Module Exam Type

Module Exam	Split Exam
	Certificate Course French • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language French • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course French

To learn and deepen French as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language French

To learn and deepen French as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course French

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language French

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course French

Course Code: DLFSWF01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of French as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and

coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading - According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	Participation Certificate (passed / not passed)

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
Instructional Methods are provided by the External Service Provider

Foreign Language French

Course Code: DLFSF01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of French as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language French according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

Foreign Language Spanish

Module Code: DLFSWS_E

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course Spanish) / Prof. Dr. Regina Cordes (Foreign Language Spanish)

Contributing Courses to Module

- Certificate Course Spanish (DLFSWS01_E)
- Foreign Language Spanish (DLFSS01_E)

Module Exam Type

Module Exam	Split Exam
	Certificate Course Spanish • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language Spanish • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course Spanish

To learn and deepen Spanish as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language Spanish

To learn and deepen Spanish as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course Spanish

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language Spanish

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course Spanish

Course Code: DLFSWS01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Spanish as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and

coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading - According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	Participation Certificate (passed / not passed)

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
Instructional Methods are provided by the External Service Provider

Foreign Language Spanish

Course Code: DLFSS01_E

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of Spanish as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language Spanish according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

Foreign Language German

Module Code: DLFSWG

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

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

Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course German) / Prof. Dr. Regina Cordes (Foreign Language German)

Contributing Courses to Module

- Certificate Course German (DLFSWG01)
- Foreign Language German (DLFSG01)

Module Exam Type

Module Exam	Split Exam
	Certificate Course German • Study Format "Distance Learning": Participation Certificate (passed / not passed) Foreign Language German • Study Format "Distance Learning": Exam, 90 Minutes

Weight of Module

see curriculum

Module Contents

Certificate Course German

To learn and deepen German as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Foreign Language German

To learn and deepen German as a foreign language at the chosen CEFR level with regard to the respective qualitative aspects of range, correctness, fluency, interaction and coherence. The module includes a combination of listening, comprehension, writing and speaking exercises as well as various course material.

Learning Outcomes

Certificate Course German

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Foreign Language German

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Languages	All Distance Learning Bachelor Programmes

Certificate Course German

Course Code: DLFSWG01

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of German as a foreign language is taught and practiced according to a CEFR placement test. Upon successful completion, students will receive a certificate corresponding to their chosen level.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and

coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading - According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** no
Type of Exam	Participation Certificate (passed / not passed)

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
Instructional Methods are provided by the External Service Provider

Foreign Language German

Course Code: DLFSG01

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

Course Description

The qualification objectives correspond to levels A1, A2, B1 and B2 according to the criteria of the Common European Framework of Reference for Languages (CEFR). Using everyday subject areas, chosen areas of specialization, and using basic and advanced grammatical structures, the use of German as a foreign language is taught and practiced according to a CEFR placement test.

Course Outcomes

On successful completion, students will be able to

- meet the qualification objectives according to the chosen level (A1, A2, B1 or B2) according to the criteria of the Common European Framework of Reference for Languages (CEFR).
- use the foreign language German according to a CEFR placement test on the basis of everyday topics, selected areas of specialization and by adapting basic and advanced grammatical structures.

Contents

- Depending on the CEFR placement, students will be proficient
  - to understand and use familiar, everyday expressions and very simple phrases aimed at satisfying concrete needs. They can introduce themselves and others and ask other people questions about themselves - e.g. where they live, what kind of people they know or what kind of things they have - and they can give answers to questions of this kind. They can communicate in a simple way if the person they are talking to speaks slowly and clearly and is willing to help. (Level A1)
  - to understand sentences and frequently used expressions related to areas of immediate importance (e.g. personal and family information, shopping, work, local area). You can communicate in simple, routine situations involving a simple and direct exchange of information about familiar things. You can describe by simple means your own background and education, immediate environment and things related to immediate needs. (Level A2)
  - to understand the main points when clear standard language is used and when it's about familiar things from work, school, leisure, etc. You can handle most situations encountered while traveling in the language area. You can express yourself simply and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)

- to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)

- Grammar:
  - Level A1 - present and past tenses, sentence structure, prepositions, etc.
  - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
  - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
  - Level B2 - among others verb constructions, conditional clauses, indirect speech

Literature
Compulsory Reading
Further Reading ▪ According to the Information given in the Online Course speexx

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**BOLK:** 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
Instructional Methods are provided by the External Service Provider

Bachelor Thesis

Module Code: DLBBT

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

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

Module Coordinator

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

Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

Module Exam Type

Module Exam	Split Exam
	Bachelor Thesis • Study Format "myStudies": Written Assessment: Bachelor Thesis • Study Format "Distance Learning": Written Assessment: Bachelor Thesis Colloquium • Study Format "myStudies": Presentation: Colloquium • Study Format "Distance Learning": Presentation: Colloquium

Weight of Module

see curriculum

Module Contents

Bachelor Thesis

- Bachelor's thesis
- Colloquium on the bachelor's thesis

Colloquium

Learning Outcomes

Bachelor Thesis

On successful completion, students will be able to

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

Colloquium

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor’s thesis).

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
All modules in the bachelor program	All bachelor programs in distance learning

Bachelor Thesis

Course Code: DLBBT01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		9	none

Course Description

The aim and purpose of the bachelor's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the bachelor's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyze a selected problem with scientific methods, critically evaluate it, and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic chosen by the student from their respective field of study should meet the acquired scientific competences, deepening their academic knowledge and skills in order to meet the future needs of the field.

Course Outcomes

On successful completion, students will be able to

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

Contents

- The bachelor's thesis must be written on a topic that relates to the content of the respective major field of study. In the context of the bachelor's thesis, the problem, as well as the scientific research goal, must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove their ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature
Compulsory Reading
Further Reading ▪ Turabian, K. L. (2013). A Manual for Writers of Research Papers, theses, and dissertations (8th ed.). University of Chicago Press. ▪ Lipson, C. (2018). How to write a BA thesis. A practical guide from your first ideas to your finished paper (2nd ed.). University of Chicago Press. ▪ Selection of literature according to topic

Study Format myStudies

Study Format	Course Type
myStudies	Thesis

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 h

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 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: DLBBT02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		1	none

Course Description

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

Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).

Contents

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

Literature

Compulsory Reading

Further Reading

- Subject specific literature chosen by the student

Study Format myStudies

Study Format	Course Type
myStudies	Thesis Defense

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

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis Defense

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

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

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