

# MODULE HANDBOOK

## **Bachelor of Arts**

### Bachelor International Management (FS-BAINTE-01)

180 CP

Distance Learning

Classification: Undergraduate

# Contents

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## 1. Semester

### **Module DLBBAIWB\_E: Academic Integrity and Writing for Business**

Module Description .....	11
Course DLBBAIWB01_E: Academic Integrity and Writing for Business .....	13

### **Module DLBBAB\_E: Business 101**

Module Description .....	17
Course DLBBAB01_E: Business 101 .....	19

### **Module BETH\_E: Business Ethics**

Module Description .....	23
Course BETH01_E: Business Ethics .....	25

### **Module DLBCSIAW: Introduction to Academic Work**

Module Description .....	28
Course DLBCSIAW01: Introduction to Academic Work .....	30

### **Module DLBINTEPICIB: Project: Intercultural Challenges in International Business**

Module Description .....	35
Course DLBINTEPICIB01: Project: Intercultural Challenges in International Business .....	37

---

## 2. Semester

### **Module BWMA\_E: Business Mathematics**

Module Description .....	41
Course BWMA01_E: Business Mathematics .....	43

### **Module DLBLOIM\_E: Intercultural Management**

Module Description .....	47
Course DLBLOIM01_E: Intercultural Management .....	49

### **Module DLBMAE: Management Accounting**

Module Description .....	53
Course DLBMAE01: Management Accounting .....	55

### **Module DLBBWOB\_E: Organizational Behavior**

Module Description .....	60
Course DLBBWOB01_E: Organizational Behavior .....	62

**Module DLBWPOE\_E: Project: Organizational Development**

Module Description .....	66
Course DLBWPOE01_E: Project: Organizational Development .....	68

---

**3. Semester****Module DLBBAPM\_E: Principles of Management**

Module Description .....	72
Course DLBBAPM01_E: Principles of Management .....	74

**Module DLBWPIPS\_E: Intercultural Psychology**

Module Description .....	78
Course DLBWPIPS01_E: Intercultural Psychology .....	80

**Module DLFIAC\_E: International Accounting**

Module Description .....	84
Course DLFIAC01_E: International Accounting .....	86

**Module DLBINTIHR\_E: International HR Management**

Module Description .....	90
Course DLBINTIHR01_E: International HR Management .....	92

**Module DLBWPPWPP\_E: Project: Industrial and Organizational Psychology in Practice**

Module Description .....	96
Course DLBWPPWPP01_E: Project: Industrial and Organizational Psychology in Practice .....	98

---

**4. Semester****Module BSTA-01\_E: Statistics**

Module Description .....	101
Course BSTA01-01_E: Statistics .....	103

**Module DLBDSEIMB1: International Marketing**

Module Description .....	108
Course DLBDSEIMB01: International Marketing .....	110

**Module DLBCSAPM: Agile Project Management**

Module Description .....	115
Course DLBCSAPM01: Agile Project Management .....	117

**Module DLBCSCW: Collaborative Work**

Module Description .....	121
Course DLBCSCW01: Collaborative Work .....	123

<b>Module DLBCSIDM: Intercultural and Ethical Decision-Making</b>	
Module Description .....	128
Course DLBCSIDM01: Intercultural and Ethical Decision-Making .....	130
<b>Module DLBINTIWR_E: International Contract Management</b>	
Module Description .....	134
Course DLBINTIWR01_E: International Contract Management .....	136
<b>Module DLBWPKUM_E: Conflict Management and Mediation</b>	
Module Description .....	141
Course DLBWPKUM01_E: Conflict Management and Mediation .....	143
<b>Module DLBDBCM_E: Change Management</b>	
Module Description .....	148
Course DLBDBCM01_E: Change Management .....	150
<b>Module DLFSWG1: Certificate Course German</b>	
Module Description .....	154
Course DLFSWG01: Certificate Course German .....	156
<b>Module DLFSG: Foreign Language German</b>	
Module Description .....	160
Course DLFSG01: Foreign Language German .....	162
<b>Module DLFSWF1_E: Certificate Course French</b>	
Module Description .....	166
Course DLFSWF01_E: Certificate Course French .....	168
<b>Module DLFSF_E: Foreign Language French</b>	
Module Description .....	172
Course DLFSF01_E: Foreign Language French .....	174
<b>Module DLFSWI1_E: Certificate Course Italian</b>	
Module Description .....	178
Course DLFSWI01_E: Certificate Course Italian .....	180
<b>Module DLFSI_E: Foreign Language Italian</b>	
Module Description .....	184
Course DLFSI01_E: Foreign Language Italian .....	186
<b>Module DLFSWS1_E: Certificate Course Spanish</b>	
Module Description .....	190
Course DLFSWS01_E: Certificate Course Spanish .....	192
<b>Module DLFSS_E: Foreign Language Spanish</b>	

Module Description .....	196
Course DLFSS01_E: Foreign Language Spanish .....	198

#### **Module DLBINTEPIM: Project: International Management**

Module Description .....	202
Course DLBINTEPIM01: Project: International Management .....	204

---

### **5. Semester**

#### **Module DLBNWENW\_E: Introduction to New Work**

Module Description .....	208
Course DLBNWENW01_E: Introduction to New Work .....	210

#### **Module DLBINTSATIM\_E: Seminar: Current Issues in International Management**

Module Description .....	215
Course DLBINTSATIM01_E: Seminar: Current Issues in International Management .....	217

#### **Module DLBINTGUG\_E: Global Corporations and Globalization**

Module Description .....	220
Course DLBLOGC101_E: Global Corporations and Globalization .....	222

#### **Module DLBINTGS\_E: Global Sourcing**

Module Description .....	226
Course DLBLOGC102_E: Global Sourcing .....	228

#### **Module DLBEPWDE1\_E: Project: Digital Entrepreneurship**

Module Description .....	233
Course DLBEPWDE01_E: Project: Digital Entrepreneurship .....	235

#### **Module DLBKPSKPP\_E: Project: Communication for Practical Problem Solving**

Module Description .....	238
Course DLBKPSKPP01_E: Project: Communication for Practical Problem Solving .....	240

#### **Module DLBINTCC\_E: Corporate Communication**

Module Description .....	243
Course DLBPRWCCPR01_E: Corporate Communication .....	245

#### **Module DLBPRWCCPR2\_E: Project: Corporate Communication**

Module Description .....	249
Course DLBPRWCCPR02_E: Project: Corporate Communication .....	251

#### **Module DLBEPEAB: Accounting and Balancing**

Module Description .....	254
Course DLBEPEAB01: Accounting and Balancing .....	256

<b>Module DLBFMGYSYS_E: Fundamentals of IT and ERP systems</b>	
Module Description .....	259
Course DLBFMGYSYS01_E: Fundamentals of IT and ERP systems .....	261
<b>Module DLBCSRE: Requirements Engineering</b>	
Module Description .....	265
Course DLBCSRE01: Requirements Engineering .....	267
<b>Module BPUE-01_E: Corporate Planning and Control</b>	
Module Description .....	272
Course BPUE01-01_E: Corporate Planning and Control .....	274
<b>Module DLBFMDFC_E: Digital Finance and Controlling</b>	
Module Description .....	277
Course DLBFMDFC01_E: Digital Finance and Controlling .....	279
<b>Module DLBLODB_E: Digital Business Models</b>	
Module Description .....	283
Course DLBLODB01_E: Digital Business Models .....	285
<b>Module DLBPEPNW_E: Project: New Work</b>	
Module Description .....	289
Course DLBPEPNW01_E: Project: New Work .....	291

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## 6. Semester

<b>Module DLBPEDHR_E: Digital HR</b>	
Module Description .....	295
Course DLBPEDHR01_E: Digital HR .....	297
<b>Module DLBMSM1-01_E: Online Marketing</b>	
Module Description .....	301
Course DLBMSM01-01_E: Online Marketing .....	303
<b>Module DLBMSM2-01_E: Social Media Marketing</b>	
Module Description .....	308
Course DLBMSM02-01_E: Social Media Marketing .....	310
<b>Module DLBCSEBI1: Business Intelligence</b>	
Module Description .....	315
Course DLBCSEBI01: Business Intelligence .....	317
<b>Module DLBCSEBI2: Project: Business Intelligence</b>	
Module Description .....	320

Course DLBCSEBI02: Project: Business Intelligence .....	322
<b>Module DLBINGPE_E: Product Development in Industry 4.0</b>	
Module Description .....	324
Course DLBINGPE01_E: Product Development in Industry 4.0 .....	326
<b>Module DLBIEPSPS: Project: Smart Product Solutions</b>	
Module Description .....	331
Course DLBIEPSPS01: Project: Smart Product Solutions .....	333
<b>Module DLBWPDMKP2_E: Project: Digital Methods in Market Research</b>	
Module Description .....	337
Course DLBWPDMKP02_E: Project: Digital Methods in Market Research .....	339
<b>Module DLBDSEAIS1: Artificial Intelligence</b>	
Module Description .....	342
Course DLBDSEAIS01: Artificial Intelligence .....	344
<b>Module DLBPKIEKPT1_E : Project: AI Excellence with Creative Prompting Techniques</b>	
Module Description .....	348
Course DLBPKIEKPT01_E: Project: AI Excellence with Creative Prompting Techniques .....	350
<b>Module DLBPROGPM_E: Fundamentals of Product Management</b>	
Module Description .....	353
Course DLBPROGPM01_E: Fundamentals of Product Management .....	355
<b>Module DLBKAENT1_E: Personal Career Plan</b>	
Module Description .....	358
Course DLBKAENT01_E: Personal Career Plan .....	360
<b>Module DLBKAENT2_E: Personal Elevator Pitch</b>	
Module Description .....	364
Course DLBKAENT02_E: Personal Elevator Pitch .....	366
<b>Module DLBSG1_E: Studium Generale I</b>	
Module Description .....	369
Course DLBSG01_E: Studium Generale I .....	371
<b>Module DLBSG2_E: Studium Generale II</b>	
Module Description .....	374
Course DLBSG02_E: Studium Generale II .....	376
<b>Module DLBWPWGOECM1_E: Project: Agile Transformation in Organizations</b>	
Module Description .....	379
Course DLBWPWGOECM01_E: Project: Agile Transformation in Organizations .....	381



<b>Module DLBBT: Bachelor Thesis</b>	
Module Description . . . . .	383
Course DLBBT01: Bachelor Thesis . . . . .	385
Course DLBBT02: Colloquium . . . . .	389
<b>Module DLBBWPWM_E: Internship: Business &amp; Management</b>	
Module Description . . . . .	392
Course DLBBWPWM01_E: Internship: Business & Management . . . . .	394
<b>Module DLBCSCW: Collaborative Work</b>	
Module Description . . . . .	396
Course DLBCSCW01: Collaborative Work . . . . .	398
<b>Module DLBINTGUG_E: Global Corporations and Globalization</b>	
Module Description . . . . .	403
Course DLBLOGC101_E: Global Corporations and Globalization . . . . .	405
<b>Module DLBCSIDM: Intercultural and Ethical Decision-Making</b>	
Module Description . . . . .	409
Course DLBCSIDM01: Intercultural and Ethical Decision-Making . . . . .	411
<b>Module DLBINTIWR_E: International Contract Management</b>	
Module Description . . . . .	415
Course DLBINTIWR01_E: International Contract Management . . . . .	417
<b>Module DLBWPKUM_E: Conflict Management and Mediation</b>	
Module Description . . . . .	422
Course DLBWPKUM01_E: Conflict Management and Mediation . . . . .	424
<b>Module DLBDBCM_E: Change Management</b>	
Module Description . . . . .	429
Course DLBDBCM01_E: Change Management . . . . .	431

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# 1. Semester

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## Academic Integrity and Writing for Business

Module Code: DLBBAAIWB\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Clare Hindley (Academic Integrity and Writing for Business)

### Contributing Courses to Module

- Academic Integrity and Writing for Business (DLBBAAIWB01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

Study Format: myStudies  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Academic Integrity and Writing for Business**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields

## Academic Integrity and Writing for Business

Course Code: DLBBAAIWB01\_E

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

1. Introduction to Academic Integrity
  - 1.1 Key Elements of Academic Integrity
  - 1.2 Plagiarism...
  - 1.3 How to avoid Plagiarism
2. Introduction to Academic Referencing
  - 2.1 Using Sources from other Authors in Academic Writing
  - 2.2 Citation and the List of Literature
  - 2.3 Referencing Styles
3. Work with Academic Resources
  - 3.1 How to employ Academic Data Bases
  - 3.2 Search in Data Bases
  - 3.3 Administration of Sources

4. Fundamentals of Business Writing
  - 4.1 Definition and Explanation of Business Writing
  - 4.2 Purpose of Business Writing
  - 4.3 Best Practices – Useful Hints on Business Writing
5. Developing Convincing Business Writing
  - 5.1 Considering the Recipient: What is the Target Group
  - 5.2 Considering the Objective: What do you want to achieve?
  - 5.3 Developing Your Written Communication
6. Examples for Compelling Business Writing
  - 6.1 Internal Communication to all staff via Email
  - 6.2 Warning Letter to an Employee
  - 6.3 Email to a Supplier in Delay

**Literature****Compulsory Reading****Further Reading**

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

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline



## 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

Study Format: myStudies  
Exam or Written Assessment: Written Assignment, 90 Minutes

#### Study Format: Distance Learning

Exam or Written Assessment: Written Assignment, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business field

## 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**

- Covey, S. R. (2013). The 7 habits of highly effective people: powerful lessons in personal change (25th anniversary edition). Simon & Schuster.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Written Assessment: Written Assignment, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Written Assessment: Written Assignment, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Business Ethics

Module Code: BETH\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Business Ethics )

### Contributing Courses to Module

- Business Ethics (BETH01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- 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****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 ethical decision-making.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Economics.

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management field(s).



## Business Ethics

Course Code: BETH01\_E

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

### 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 ethical decision-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**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Introduction to Academic Work

Module Code: DLBCSIAW

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Brigitte Huber (Introduction to Academic Work)

### Contributing Courses to Module

- Introduction to Academic Work (DLBCSIAW01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Basic Workbook (passed / not passed)

Study Format: Distance Learning  
Basic Workbook (passed / not passed)

#### Split Exam

### 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**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of the University**

All Bachelor Programs in the Business 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
  - 3.4 Qualitative Data Collection
  - 3.5 Mix of Methods
  - 3.6 Critique of Methods and Self-Reflection
4. Librarianship: Structure, Use, and Literature Management
  - 4.1 Plagiarism Prevention
  - 4.2 Database 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Basic Workbook (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Basic Workbook (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Project: Intercultural Challenges in International Business

Module Code: DLBINTEPICIB

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	5	300 h

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

### Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Project: Intercultural Challenges in International Business)

### Contributing Courses to Module

- Project: Intercultural Challenges in International Business (DLBINTEPICIB01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- In this class, students will
  - explore challenges for business in an international context
  - discuss intercultural complexity in cross-border exchange.
  - assess the effect of culture on dimensions such as perceptions of time, negotiations, willingness to object, and others, when doing international business.

**Learning Outcomes****Project: Intercultural Challenges in International Business**

On successful completion, students will be able to

- identify cultural differences and their consequences in international transactions.
- explain complexities that can arise in international trade.
- demonstrate a critical understanding of culture in a business context.
- collect and evaluate secondary data on culture in business.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

## Project: Intercultural Challenges in International Business

Course Code: DLBINTEPICIB01

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

### Course Description

With increasing globalization, businesses are facing challenges when collaborating, dealing, or owning business partners abroad. Cross-border transactions entail substantial complexities, ranging from exchange rate risks to cross-cultural misunderstanding. This class encourages students to independently research and discuss their findings on the complexities with regard to minor or major cultural differences when doing business internationally.

### Course Outcomes

On successful completion, students will be able to

- identify cultural differences and their consequences in international transactions.
- explain complexities that can arise in international trade.
- demonstrate a critical understanding of culture in a business context.
- collect and evaluate secondary data on culture in business.

### Contents

- In this class, students will
  - explore challenges for business in an international context.
  - discuss intercultural complexity in cross-border exchange.
  - assess the effect of culture on dimensions such as perceptions of time, negotiations, willingness to object, and others, when doing international business.

**Literature****Compulsory Reading****Further Reading**

- Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. *International Business Review*, 29(4), 101660.
- Cuypers, I. R., Ertug, G., Cantwell, J., Zaheer, A., & Kilduff, M. (2020). Making connections: Social networks in international business. *Journal of International Business Studies*, 51, 714-736.
- Hampden-Turner, C., Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the waves of culture: Understanding diversity in global business*. Hachette UK.
- Hennart, J. F., Majocchi, A., & Hagen, B. (2021). What's so special about born globals, their entrepreneurs or their business model?. *Journal of International Business Studies*, 52(9), 1665-1694.
- Kano, L., Tsang, E. W., & Yeung, H. W. C. (2020). Global value chains: A review of the multi-disciplinary literature. *Journal of international business studies*, 51, 577-622.
- Nambisan, S., Zahra, S. A., & Luo, Y. (2019). Global platforms and ecosystems: Implications for international business theories. *Journal of International Business Studies*, 50, 1464-1486.
- Wild, J. J., & Wild, K. L. (2019). *International business: The challenges of globalization*. Pearson.
- Zou, T., Ertug, G., Cuypers, I. R., & Ferrin, D. L. (2023). Trust across borders: a review of the research on interorganizational trust in international business. *Journal of International Business Studies*, 1-23

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## 2. Semester

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# Business Mathematics

Module Code: BWMA\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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## Module Coordinator

Prof. Dr. Andreas Herrmann (Business Mathematics)

## Contributing Courses to Module

- Business Mathematics (BWMA01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Mathematical Basics
- Functions of a Single Variable
- Differential Calculus
- Mathematical Optimization
- Functions of Several Variables
- Financial Mathematics
- Further Topics

**Learning Outcomes****Business Mathematics**

On successful completion, students will be able to

- know the basic business mathematical tools and methods and to apply them to other problems in economics and business administration.
- comprehend and understand mathematical derivations in other modules.
- to arrive at their own analytical conclusions.
- to recognize quantitative relationships by themselves.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of the University**

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

Business mathematics is an essential subject that teaches quantitative methods applicable to all areas of economics. As such, students must be able to describe and analyze complex economic processes in a factually logical manner, making economic mathematics a crucial tool in decision-making and optimization. The Business Mathematics course aims to provide students with the fundamental basics of mathematics applicable to business. Furthermore, application examples are used to demonstrate how these mathematical tools can be implemented in real-world business settings. Upon completion of this course, students will be equipped with the skills necessary to solve business problems, comprehend and understand mathematical derivations, derive analytical conclusions and recognize quantitative relationships independently.

## Course Outcomes

On successful completion, students will be able to

- know the basic business mathematical tools and methods and to apply them to other problems in economics and business administration.
- comprehend and understand mathematical derivations in other modules.
- to arrive at their own analytical conclusions.
- to recognize quantitative relationships by themselves.

## Contents

1. Mathematical Foundations
  - 1.1 Mathematics
  - 1.2 The Sets of Numbers
  - 1.3 Rules for Arithmetic Operations
  - 1.4 Equations
  - 1.5 Inequalities
  - 1.6 Set Theory—A Brief Overview
  - 1.7 Percentage Calculation—A Brief Overview
2. Functions of a Single Variable
  - 2.1 Basic Definitions
  - 2.2 Representation of Functions

- 2.3 Types of Functions
- 2.4 Properties of Functions
- 2.5 Business Applications
3. Differential Calculus
  - 3.1 Difference and Differential Quotient
  - 3.2 Derivative Rules
  - 3.3 Slope and Curvature
  - 3.4 Business Applications
4. Mathematical Optimization
  - 4.1 Extreme Points
  - 4.2 Curve Sketching
  - 4.3 Business Applications
5. Functions of Several Variables
  - 5.1 Introduction to the Consideration of Several Variables
  - 5.2 Differentiation
  - 5.3 Optimization
  - 5.4 Business Applications
6. Financial Mathematics
  - 6.1 Basics
  - 6.2 Applications
7. Further Topics
  - 7.1 Integration
  - 7.2 Linear Algebra
  - 7.3 Difference and Differential Equations

**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**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Review Book <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Review Book <input checked="" type="checkbox"/> Online Tests

## Intercultural Management

Module Code: DLBLOIM\_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. John Stanley (Intercultural Management)

### Contributing Courses to Module

- Intercultural Management (DLBLOIM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Case Study

Study Format: myStudies

Exam or Written Assessment: Case Study, 90  
Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to the theories of intercultural management
- Intercultural management in the economy
- Personnel management in international companies
- Innovation management in international companies

**Learning Outcomes****Intercultural Management**

On successful completion, students will be able to

- recall theories of intercultural management.
- understand complex issues and discussions of intercultural management.
- apply acquired knowledge in intercultural management.
- systematically analyze facts, data and information from scientific sources.
- evaluate arguments, ideas, information, problems and possible solutions from the field of intercultural management.
- develop critical arguments in relation to issues of intercultural management.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management fields



# Intercultural Management

Course Code: DLBLOIM01\_E

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

## Course Description

Students learn about the most important intercultural disciplines and areas of work and acquire knowledge of relevant social science, business and natural science frameworks and principles. Reference is also made to the different professional roles, duties and scope of action in internationally operating companies.

## Course Outcomes

On successful completion, students will be able to

- recall theories of intercultural management.
- understand complex issues and discussions of intercultural management.
- apply acquired knowledge in intercultural management.
- systematically analyze facts, data and information from scientific sources.
- evaluate arguments, ideas, information, problems and possible solutions from the field of intercultural management.
- develop critical arguments in relation to issues of intercultural management.

## Contents

1. Introduction and Overview
  - 1.1 Classification and Delimitation of Intercultural Management
  - 1.2 Intercultural Management as a Science
2. Introduction to the Theories of Intercultural Management
  - 2.1 Intercultural Core Theory
  - 2.2 Culture and Psychology
  - 2.3 The Importance of Context, Culture, Religion and Language
  - 2.4 Cultural Concepts from Hofstede, Trompenaars and GLOBE
3. Intercultural Management in the Economy
  - 3.1 Culture and Globalization
  - 3.2 International Cultures and Global Trends
  - 3.3 Organizational Cultures of SMES and MNCS
  - 3.4 Case Studies of International Negotiations

4. Personnel Management in International Companies
  - 4.1 Basics of Personnel Management
  - 4.2 Functions of Personnel Management
5. Innovation Management in International Companies
  - 5.1 Basics of Innovation Management
  - 5.2 Structures and Processes of Innovation Management
  - 5.3 Impact of National Culture on Innovation
  - 5.4 Impact of Corporate Culture on Innovation

### Literature

#### Compulsory Reading

#### Further Reading

- Barmeyer, C., & Franklin, P. (2017). *Intercultural management: A case-based approach to achieving complementarity and synergy*. Bloomsbury Publishing.
- Lazarova, M., Thomas, D. C., & Farndale, E. (2021). *Essentials of international human resource management: Managing people globally*. Edward Elgar Publishing.
- Livermore, D. (2015). *Leading with cultural intelligence: The real secret to success* (2nd ed.). American Management Association.
- Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the waves of culture: Understanding diversity in global business* (4th ed.). Nicholas Brealey Publishing.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Written Assessment: Case Study, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## 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

Study Format: myStudies  
Exam or Written Assessment: Written Assignment, 90 Minutes

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

#### Split Exam

### 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**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

# 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Written Assessment: Written Assignment, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Written Assessment: Written Assignment, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Organizational Behavior

Module Code: DLBBWOB\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Katharina Rehfeld (Organizational Behavior)

### Contributing Courses to Module

- Organizational Behavior (DLBBWOB01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Organizational Behavior**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programmes in the Human Resources field

## Organizational Behavior

Course Code: DLBBWOB01\_E

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

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

- 2.1 Performance
- 2.2 Commitment
3. Organizational Mechanisms
  - 3.1 Corporate Structure
  - 3.2 Corporate Culture
4. Group-Related Mechanisms
  - 4.1 Management Styles
  - 4.2 Power Structures
  - 4.3 Negotiation Strategies
  - 4.4 Team Dynamics
  - 4.5 Diversity
5. Individual Characteristics
  - 5.1 Skill and Intellect
  - 5.2 Personality
6. Individual Mechanisms
  - 6.1 Job Satisfaction
  - 6.2 Stress
  - 6.3 Motivation
  - 6.4 Trust
  - 6.5 Integrity
  - 6.6 Learning and Decision-Making

## Literature

### Compulsory Reading

### Further Reading

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

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Project: Organizational Development

Module Code: DLBWPPOE\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Gregor Nimz (Project: Organizational Development)

### Contributing Courses to Module

- Project: Organizational Development (DLBWPPOE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This module deals with a topic within the discipline organizational development. This topic addresses a problem in the field of designing new forms of work.

### Learning Outcomes

#### Project: Organizational Development

On successful completion, students will be able to

- independently familiarize themselves with the basics of organizational development and change management.
- describe various classical and current models and methods of organizational change and evaluate their practical applicability.
- identify relevant current trends in work design and describe them based on theoretical approaches.
- independently develop a specific research question or task in the field of work design and answer this question with the help of theories and methods of organizational development.
- develop their own recommendations for the solution of the problem, which are theoretically justified as well as realizable in practice.
- critically reflect upon their own approach and solution.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Psychology

#### Links to other Study Programs of the University

All Bachelor Programs in the Social Sciences field

## Project: Organizational Development

Course Code: DLBWPPOE01\_E

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

### Course Description

Organizational change is an essential component of management as the speed and magnitude of organizational change has greatly increased. This course deals with a specific topic from the field of organizational development. In particular, it focuses on the redesign of work, which is becoming increasingly crucial for the success of companies due to megatrends such as digitization and demographic change. The development of a concrete and practically relevant concept for the redesign of work is the focus of the course. Contents are on the one hand the new forms of work itself and on the other hand their implementation into an existing context.

### Course Outcomes

On successful completion, students will be able to

- independently familiarize themselves with the basics of organizational development and change management.
- describe various classical and current models and methods of organizational change and evaluate their practical applicability.
- identify relevant current trends in work design and describe them based on theoretical approaches.
- independently develop a specific research question or task in the field of work design and answer this question with the help of theories and methods of organizational development.
- develop their own recommendations for the solution of the problem, which are theoretically justified as well as realizable in practice.
- critically reflect upon their own approach and solution.

### Contents

- This course is positioned in the context of organizational development and change management as it deals with new forms of organization and work ("New Work") as well as with their implementation into an organization. Hence, it is necessary to get an overview of the basics of new ways of working, e.g., agile ways of working, swarm organization, holacracy or the virtualization of work. In addition, students should familiarize themselves with theoretical and practical models and methods of organizational development and change management in order to use them to address a specific, practice-relevant issue. These consist, for example, in various change models (e.g., Lewin, Kotter) or concepts for the acceptance of change. The essential aspect of this course is the linkage of a solid theoretical basis with concrete and current issues of management practice.

**Literature****Compulsory Reading****Further Reading**

- Kotter, J. (2007). Leading Change. Why Transformation Efforts fail. Harvard Business Review 85, 1-10.
- Laloux, F. (2014). Reinventing Organizations: Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness. Vahlen, München.
- Lauer, T. (2021). Change Management – Fundamentals and Success Factors. Springer Verlag.
- Lewin, K. (1947). Frontiers in group dynamics. In Cartwright, D. (Ed.), Field Theory in Social Science. Social Science Paperbacks.
- Van de Ven, A. & Poole, M. (1995). Explaining development and change in organizations. Academy of Management Review 20(3), 510-540.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# 3. Semester

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## Principles of Management

Module Code: DLBBAPM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Herrmann (Principles of Management)

### Contributing Courses to Module

- Principles of Management (DLBBAPM01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### 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 and 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**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

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 and 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Intercultural Psychology

Module Code: DLBWPIPS\_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. Heike Schiebeck (Intercultural Psychology)

### Contributing Courses to Module

- Intercultural Psychology (DLBWPIPS01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- 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

**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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Bachelor Programs in the Social Sciences field

## 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

# International Accounting

Module Code: DLFIAC\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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## Module Coordinator

Prof. Dr. Andreas Simon (International Accounting)

## Contributing Courses to Module

- International Accounting (DLFIAC01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Differences between HGB and IFRS
- Financial Reporting Philosophy
- Basic Rules and Individual Standards of Financial Reports
- Components of IFRS Financial Statements
- Individual versus Consolidated Financial Statements of Financial Reports
- First-Time Adoption of IFRS & Transition from National Accounting Standards to IFRS
- IFRS Financial Statements of Small and Medium Sized Firms

**Learning Outcomes****International Accounting**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields

# 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 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. Recognition and Measurement Rules for IFRS Financial Reports
  - 3.1 Definition of the Elements of Financial Statements
  - 3.2 Recognition and Measurement of Intangible Assets and Property, 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**

- Doupnik, T., Finn, M., Gotti, G., & Perera, H. (2020). International Accounting (5th ed.). McGraw Hill.
- PKF International Ltd. (2020). Wiley Interpretation and Application of IFRS Standards 2020. Wiley.
- Christian, D., & Lüdenbach, N. (2013). IFRS Essentials. Wiley.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## International HR Management

Module Code: DLBINTIHR\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Katharina Rehfeld (International HR Management)

### Contributing Courses to Module

- International HR Management (DLBINTIHR01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****International HR Management**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programmes in the Human Resources field

## 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Project: Industrial and Organizational Psychology in Practice

Module Code: DLBWPPWPP\_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. Gregor Nimz (Project: Industrial and Organizational Psychology in Practice)

### Contributing Courses to Module

- Project: Industrial and Organizational Psychology in Practice (DLBWPPWPP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course focuses on an industrial and organizational psychological and practical topic such as fiscal psychology, work motivation, or corporate culture.



**Learning Outcomes****Project: Industrial and Organizational Psychology in Practice**

On successful completion, students will be able to

- become familiar with practical topics in industrial and organizational psychology.
- engage in depth with scientific literature on a topic of their own choice.
- determine a topic and translate it into a research question.
- discuss the challenges for implementation and how these can be solved.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology.

**Links to other Study Programs of the University**

All Bachelor Programs in the Social Sciences field.

## Project: Industrial and Organizational Psychology in Practice

Course Code: DLBWPPWPP01\_E

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

### Course Description

Industrial and organizational psychology covers a broad spectrum of topics relevant to business and economics. The course offers students the opportunity to actively deal with a practical topic of industrial and organizational psychology such as work motivation, corporate culture or tax psychology, to familiarize themselves with the relevant scientific literature, to apply it in practice and to reflect critically on it.

### Course Outcomes

On successful completion, students will be able to

- become familiar with practical topics in industrial and organizational psychology.
- engage in depth with scientific literature on a topic of their own choice.
- determine a topic and translate it into a research question.
- discuss the challenges for implementation and how these can be solved.

### Contents

- The spectrum of research in industrial and organizational psychology ranges from business topics such as workplace design, work motivation, or leadership behavior, to marketing topics such as consumer behavior and advertising, to economic issues such as tax or wage equity. Based on the knowledge they have acquired so far, students have the opportunity in this course to conduct scientific research on a topic related to industrial and organizational psychology, to derive questions that are relevant in practice and to discuss them critically.

### Literature

#### Compulsory Reading

#### Further Reading

- Kirchler, E. & Hölzl, E. (2017). *Economic Psychology: An introduction*. Cambridge, University Press.
- Leodolter, W. (2017). *Digital Transformation Shaping the Subconscious Minds of Organizations*, Springer.
- McKenna (2020). *Business Psychology and Organizational Behavior*. (6th Ed.). Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# 4. Semester

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## Statistics

Module Code: BSTA-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Heike Bornewasser-Hermes (Statistics)

### Contributing Courses to Module

- Statistics (BSTA01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <ul style="list-style-type: none"> <li>▪ Evaluation Methods of One-Dimensional Data</li> <li>▪ Evaluation Methods of Two-Dimensional Data</li> <li>▪ Fundamentals of Probability Theory</li> <li>▪ Special Probability Distributions</li> <li>▪ Samples</li> <li>▪ Statistical Estimation Procedures</li> <li>▪ Hypothesis Testing</li> <li>▪ Linear Regression</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Statistics</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ prepare and present data in tabular and graphical format</li> <li>▪ analyze and interpret data and their measures of location and dispersion.</li> <li>▪ identify how two variables are related to one another and analyze their relationship.</li> <li>▪ describe real conditions in probabilistic terms and evaluate them quantitatively.</li> <li>▪ name the most important probability distributions and apply them to real-world problems.</li> <li>▪ utilize numerical material from a sample as a basis for drawing conclusions about phenomena in the population.</li> <li>▪ perform statistical test procedures and evaluate the results.</li> <li>▪ perform regressions and interpret the results.</li> <li>▪ critically appraise prepared statistics or statistical analyses</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Methods</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Bachelor Programs in the Business field</p>

# Statistics

Course Code: BSTA01-01\_E

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

## Course Description

The term "statistics" usually describes two phenomena: (i) the tabular and/or graphical processing of data and (ii) statistical methods used to collect, process and draw conclusions from data. From this it immediately follows that confrontation with statistics is ubiquitous - whether in studies, where statistical methods are applied in related courses, in bachelor theses, or in everyday professional life, where managers are confronted daily with statistical analyses that they are required to understand and interpret. The aim of the course is therefore to teach the most essential elements of statistical procedures. Methodologically, the course is comprised of two steps. Firstly, theoretical basics of individual statistical methods are presented and these are deepened by means of smaller examples and (interactive) illustrations. Secondly, the methods learned are studied on the basis of application cases. In terms of content, the course is divided into three parts. Descriptive statistics deals with different forms of data representation. Probability calculation serves above all as the basis for inferential statistics, in which the attempt is made to draw conclusions about the population from a sample.

## Course Outcomes

On successful completion, students will be able to

- prepare and present data in tabular and graphical format
- analyze and interpret data and their measures of location and dispersion.
- identify how two variables are related to one another and analyze their relationship.
- describe real conditions in probabilistic terms and evaluate them quantitatively.
- name the most important probability distributions and apply them to real-world problems.
- utilize numerical material from a sample as a basis for drawing conclusions about phenomena in the population.
- perform statistical test procedures and evaluate the results.
- perform regressions and interpret the results.
- critically appraise prepared statistics or statistical analyses

## Contents

1. Introduction
  - 1.1 Subject of Statistics
  - 1.2 Basic Concepts of statistics
  - 1.3 Procedure of Statistical Investigations

2. Evaluation Methods of One-Dimensional Data
  - 2.1 Frequency Distributions
  - 2.2 Measures of Central Tendency
  - 2.3 Measures of Dispersion
3. Evaluation Methods of Two-Dimensional Data
  - 3.1 Scatter Diagram and Contingency Table
  - 3.2 Correlation Measures
4. Fundamentals of Probability Theory
  - 4.1 Random Experiments and Events
  - 4.2 Probability of Events
  - 4.3 Random Variables and Their Distribution
5. Special Probability Distributions
  - 5.1 Normal Distribution
  - 5.2 T-Distribution
6. Samples
  - 6.1 Sampling
  - 6.2 Sampling Functions
  - 6.3 Sampling Distributions
7. Statistical Estimation Procedures
  - 7.1 Point Estimate
  - 7.2 Interval Estimation
8. Hypothesis Testing
  - 8.1 Methodology
  - 8.2 Expected Value Test with Known Standard Deviation (Z-Test)
  - 8.3 Expected Value Test with Unknown Standard Deviation (T-Test)
9. Linear Regression
  - 9.1 Regression Line
  - 9.2 Quality Assessment
  - 9.3 Applications



**Literature****Compulsory Reading****Further Reading**

- Carlson, Kieth A., Winquist, Jennifer R. (2021): An Introduction to Statistics: An Active Learning Approach, 3rd Edition, SAGE Publications.
- Frost, Jim (2020): Introduction to Statistics: An Intuitive Guide for Analyzing Data and Unlocking Discoveries, 1st Edition, Statistics by Jim Publishing.
- Frost, Jim (2020) Hypothesis Testing: An Intuitive Guide for Making Data Driven Decisions, 1st Edition, Statistics by Jim Publishing.
- Heumann, C.; Schomaker, M. (2018): Introduction to Statistics an Data Analysis: With Exercises, Solutions an Applications in R, 2nd Edition, Springer.
- James, Gareth; Witten, Daniela; Hastie, Trevor; Tibshirani, Robert (2021): An Introduction to Statistical Learning: with Applications in R, 2nd Edition, Spinner.
- Pishro-Nik, Hossein (2014): Introduction to Probability, Statistics and Random Process, 1st Edition Kappa Research.
- Reid, Howard M. (2014): Introduction to Statistics: fundamental concepts and procedures of data analysis, 1st Edition, SAGE Publications.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## International Marketing

Module Code: DLBDSEIMB1

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Caterina Fox (International Marketing )

### Contributing Courses to Module

- International Marketing (DLBDSEIMB01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

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

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication field

# 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.
- 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.



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

# Agile Project Management

Module Code: DLBCSAPM

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

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

## Module Coordinator

Prof. Dr. Inga Schlömer (Agile Project Management)

## Contributing Courses to Module

- Agile Project Management (DLBCSAPM01)

## Module Exam Type

### Module Exam

Study Format: myStudies  
Written Assessment: Project Report  
Study Format: Distance Learning  
Written Assessment: Project Report

### Split Exam

## Weight of Module

see curriculum

## Module Contents

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

**Learning Outcomes****Agile Project Management**

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.
- consider the increasing relevance of international, intercultural and virtual collaboration in projects.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programmes in the IT & Technology field

# Agile Project Management

Course Code: DLBCSAPM01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

- explain the differences between agile and plan-driven project management.
- explain agile principles.
- work together in an agile manner according to the values defined in Scrum.
- apply the activities defined in Scrum.
- take responsibility for the roles defined in Scrum.
- create and maintain the artefacts defined in Scrum.
- consider the increasing relevance of international, intercultural and virtual collaboration in projects.

## Contents

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

**Literature****Compulsory Reading****Further Reading**

- Apress. Agile Alliance (2021). Subway Map to Agile Practices.
- Beck, K. et al. (2001). Manifesto for Agile Software Development.
- Chovanova, H. et al. (2020). Agile Project Management – What is It? Publisher: IEEE. In 18th International Conference on Emerging eLearning Technologies and Applications (ICETA), Emerging eLearning Technologies and Applications (ICETA), 2020 18th International Conference.
- Dalton, Jeff (2019). Great Big Agile. An OS for Agile Leaders.
- Douglass, B. P. (2016). Agile systems engineering. Morgan Kaufmann, p. 151-160
- Project Management Institute (2017). Agile Practice Guide. Project Management Institute.
- Measey P./Radtac (2015). Agile Foundations - Principles, Practices and Frameworks. BCS The Chartered Institute for IT, p. 131-140, p. 148-152.
- Schwaber, K./Sutherland, J. (2020). The Scrum Guide.
- Hohl, P., Klünder, J., van Bennekum, A., Lockard, R., Gifford, J., Münch, J., Stupperich, M., & Schneider, K. (2018). Back to the future: origins and directions of the “Agile Manifesto” – views of the originators. Journal of Software Engineering Research and Development, 6(1).

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



## Collaborative Work

Module Code: DLBCSCW

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Karin Halbritter (Collaborative Work)

### Contributing Courses to Module

- Collaborative Work (DLBCSCW01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Oral Assignment

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### 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**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

## 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 networking in a collaborative world. AMACOM.
- Kaats, E., & Opheij, W. (2014). Creating conditions for promising collaboration: Alliances, networks, chains, strategic partnerships. Springer.
- Martin, S. J., Goldstein, N. J., & Cialdini, R. B. (2014). The small BIG: Small changes that spark BIG influence. Profile Books.
- Oettingen, G. (2014). Rethinking positive thinking: Inside the new science of motivation. Current.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Zeljko Sevic (Intercultural and Ethical Decision-Making)

### Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### 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**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

## 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 Hofstede's 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

- Al-Ali, E. & Masmoudi, M. (2023). Leadership and Workplace Culture in the Digital Era. Business Science Reference.
- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive Intercultural Management. Edward Elgar Publishing.
- Yeon Rossouw, & Leon van Vuuren. (2017). Business Ethics 6e: Vol. 6th edition. Oxford University Press Southern Africa.
- Nelly Berrones-Flemmig, Françoise Contreras, & Utz Dornberger. (2022). Business in the 21st Century : A Sustainable Approach: Vol. First edition. Emerald Publishing Limited.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Online Tests

## International Contract Management

Module Code: DLBINTIWR\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

### Contributing Courses to Module

- International Contract Management (DLBINTIWR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Law

**Links to other Study Programs of the University**

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 increase profit margins*. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Conflict Management and Mediation

Module Code: DLBWPKUM\_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. Hendrik Fenz (Conflict Management and Mediation)

### Contributing Courses to Module

- Conflict Management and Mediation (DLBWPKUM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Forms of cooperation
- Basic concepts of conflict research
- Conflict Management
- Basics of communication psychology
- Conducting discussions and moderation
- Mediation

<p><b>Learning Outcomes</b></p> <p><b>Conflict Management and Mediation</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ explain the central characteristics of conflicts and reflect, analyze and assess their progression.</li> <li>▪ analyze conflicts according to the degree of their escalation.</li> <li>▪ explain how conflicts arise and how to avoid them.</li> <li>▪ understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.</li> <li>▪ use special conversation and question techniques.</li> <li>▪ identify hidden messages in communication and develop suggestions for optimization.</li> <li>▪ develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.</li> <li>▪ assess and apply mediation as a method of conflict resolution.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Psychology</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Bachelor Programs in the Social Sciences field</p>

## Conflict Management and Mediation

Course Code: DLBWPKUM01\_E

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

### Course Description

In the business world, different perspectives of negotiating partners or parties often clash. This often leads to conflicts because the parties involved pursue different goals and evaluate situations differently. Especially against the background of transformation and restructuring processes in companies, conflicts are often pre-programmed due to different interests. To ensure that the different perspectives of the parties involved do not conclude in escalation, knowledge of the nature and structure of conflicts, techniques for dealing with them and basic knowledge of the possibilities of successful communication at a verbal and non-verbal level are essential. This course will equip students with the necessary understanding and present necessary tools to recognize conflicts, to solve them and to lead negotiations. In this context, mediation is highlighted as an increasingly popular method of conflict resolution.

### Course Outcomes

On successful completion, students will be able to

- explain the central characteristics of conflicts and reflect, analyze and assess their progression.
- analyze conflicts according to the degree of their escalation.
- explain how conflicts arise and how to avoid them.
- understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.
- use special conversation and question techniques.
- identify hidden messages in communication and develop suggestions for optimization.
- develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.
- assess and apply mediation as a method of conflict resolution.

### Contents

1. From Cooperation to Confrontation
  - 1.1 Cooperation and Competition
  - 1.2 Forms of Cooperation
  - 1.3 Game Theoretical Approaches
  - 1.4 The Way into the Conflict

2. Basic Concepts of Conflict Research
  - 2.1 What is a Conflict?
  - 2.2 Types of Conflict
  - 2.3 Mobbing - a Special Type of Conflict
  - 2.4 The Stages of Conflict Escalation
  - 2.5 Conflict Resistance of Organizations
3. Conflict Management in the World of Work
  - 3.1 Conflict Costs
  - 3.2 Conflict Management in Business
  - 3.3 Elements of Conflict Management
4. Basics of Communication Psychology
  - 4.1 What is "Communication"?
  - 4.2 Axioms of Communication
  - 4.3 The Importance of Non-Verbal Communication
  - 4.4 The Message Square Model: The Four Sides of a Message
  - 4.5 Transactional Analysis as Analysis of Interpersonal Communication
  - 4.6 Non-Violent Communication
5. Conducting Discussions and Moderation
  - 5.1 Conversation and Question Techniques in Conflict Situations
  - 5.2 The Discussion Moderation
6. Mediation as an Instrument of Conflict Resolution
  - 6.1 Principles of Mediation
  - 6.2 Areas of Application of Mediation
  - 6.3 Principles and Rules of Mediation
  - 6.4 The Mediation Process - Phases and Procedures



**Literature****Compulsory Reading****Further Reading**

- Coltri, L. (2020). *Alternative dispute resolution* (2nd ed.). McGraw Hill.
- Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). Penguin Books.
- Rosenberg, M. B. (2015). *Nonviolent communication - A language of life: Life-changing tools for healthy relationships* (3rd ed.). PuddleDancer Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Change Management

Module Code: DLBDBCM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Uma Santhosh Tumpala (Change Management)

### Contributing Courses to Module

- Change Management (DLBDBCM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- 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****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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management fields

# 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, merging markets, changed customer behavior. To utilize future potentials, companies need to implement changes effectively and quickly. To do this, it is essential to know the meaning, structure, roles of the people involved, possible bottle neck situations and communication within the framework of change management. A great number of change programs regularly fail in the operational implementation. Therefore, knowledge of the systematic approach to the change process is necessary to successfully manage change in and of the company. People and processes play a central 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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"><li>▪ Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.</li><li>▪ Hayes, J. (2018). The theory and practice of change management [electronic resource] (Fifth edition). Palgrave Macmillan.</li></ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Certificate Course German

Module Code: DLFSWG1

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course German)

### Contributing Courses to Module

- Certificate Course German (DLFSWG01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Participation Certificate (passed / not passed)

Study Format: Distance Learning  
Participation Certificate (passed / not passed)

#### Split Exam

### 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****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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Foreign Language German

Module Code: DLFGS

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language German)

### Contributing Courses to Module

- Foreign Language German (DLFGS01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## Foreign Language German

Course Code: DLFGSG01

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**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

## Certificate Course French

Module Code: DLFSWF1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course French)

### Contributing Courses to Module

- Certificate Course French (DLFSWF01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Participation Certificate (passed / not passed)  
Study Format: myStudies  
Participation Certificate (passed / not passed)

#### Split Exam

### 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****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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

## Foreign Language French

Module Code: DLFSF\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language French)

### Contributing Courses to Module

- Foreign Language French (DLFSF01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Certificate Course Italian

Module Code: DLFSWI1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course Italian)

### Contributing Courses to Module

- Certificate Course Italian (DLFSWI01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Participation Certificate (passed / not passed)  
Study Format: Distance Learning  
Participation Certificate (passed / not passed)

#### Split Exam

### 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****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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Foreign Language Italian

Module Code: DLFSI\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language Italian)

### Contributing Courses to Module

- Foreign Language Italian (DLFSI01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Certificate Course Spanish

Module Code: DLFSWS1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Certificate Course Spanish)

### Contributing Courses to Module

- Certificate Course Spanish (DLFSWS01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Participation Certificate (passed / not passed)  
Study Format: Distance Learning  
Participation Certificate (passed / not passed)

#### Split Exam

### 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****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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Language Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Participation Certificate (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Foreign Language Spanish

Module Code: DLFSS\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Regina Cordes (Foreign Language Spanish)

### Contributing Courses to Module

- Foreign Language Spanish (DLFSS01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Languages

**Links to other Study Programs of the University**

All Bachelor Programs in the Management field

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Slides



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>
Instructional Methods are provided by the External Service Provider

## Project: International Management

Module Code: DLBINTEPIM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

(Project: International Management)

### Contributing Courses to Module

- Project: International Management (DLBINTEPIM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- In this class, students will
  - explore specific challenges that companies face in international business or internationalization.
  - address a specific corporate problem and develop a project plan to solve it.
  - summarize their findings and recommendations.

**Learning Outcomes****Project: International Management**

On successful completion, students will be able to

- analyze a complex international business problem.
- identify different approaches and specific steps towards a solution.
- dissect complexities into more manageable problems.
- present a project plan.
- present and explain their solution in an astute and eloquent way to convince the recipient of their ideas.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business field

## Project: International Management

Course Code: DLBINTEPIM01

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

### Course Description

Working in international business, students will face a plethora of logistically and culturally challenging situations. This project aims at bringing together what students have theoretically learned on international business so far and apply it to a specific business problem. Students will address the problem by dissecting the challenge in its parts and developing specific approaches with concrete next steps to solve. Students will be required to transfer and utilize the knowledge acquired so far in order to present a comprehensive solution.

### Course Outcomes

On successful completion, students will be able to

- analyze a complex international business problem.
- identify different approaches and specific steps towards a solution.
- dissect complexities into more manageable problems.
- present a project plan.
- present and explain their solution in an astute and eloquent way to convince the recipient of their ideas.

### Contents

- In this class, students will
  - explore typical problems occurring when doing international business.
  - approach complex problem in a way to break them down in manageable pieces.
  - develop a project plan to address the problem.
  - summarize their findings in a written project report.

**Literature****Compulsory Reading****Further Reading**

- Andrews, D. S., Nell, P. C., Schotter, A. P., & Laamanen, T. (2023). And the subsidiary lives on: Harnessing complex realities in the contemporary MNE. *Journal of International Business Studies*, 54(3), 538-549.
- Bohnsack, R., Ciulli, F., & Kolk, A. (2021). The role of business models in firm internationalization: An exploration of European electricity firms in the context of the energy transition. *Journal of International Business Studies*, 52, 824-852.
- Kozlenkova, I. V., Lee, J. Y., Xiang, D., & Palmatier, R. W. (2021). Sharing economy: International marketing strategies. *Journal of International Business Studies*, 1-29.
- Luo, Y., & Van Assche, A. (2023). The rise of techno-geopolitical uncertainty: Implications of the United States CHIPS and Science Act. *Journal of international business studies*, 1-18.
- Peltokorpi, V. (2023). The “language” of career success: The effects of English language competence on local employees’ career outcomes in foreign subsidiaries. *Journal of International Business Studies*, 54(2), 258-284.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# 5. Semester

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## Introduction to New Work

Module Code: DLBNWENW\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Sonja Würtemberger (Introduction to New Work)

### Contributing Courses to Module

- Introduction to New Work (DLBNWENW01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum



**Module Contents**

- 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

**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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programs in the Human Resources field

## 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. Empowerment, Leadership, and Cooperation
  - 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**

- Bergmann, F. (2019): *New Work, New Culture: Work We Want and a Culture That Strengthens Us*. Zero Books, Washington, S. 7–19.
- Bernstein, E. et al. (2016): *Beyond the Holacracy Hype*. Harvard Business Review, Harvard.
- Felin, T./Powell, T. C. (2016): *Designing organizations for dynamic capabilities*. In: *California Management Review, Journal 58, Magazine 4*, p. 78–96.
- Frithjof, B. (2019): *New work, new culture: work we want and a culture that strengthens us*, Winchester, UK ; Washington, USA: Zero Books.
- 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.
- Siangchokyoo, Nathapon; Klinger, Ryan L. (2022): *Shared Leadership and Team Performance: The Joint Effect of Team Dispositional Composition and Collective Identification*. In: *Group & Organization Management, Feb2022, Vol. 47 Issue 1*, p109-140. 32p.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Seminar: Current Issues in International Management

Module Code: DLBINTSATIM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Clare Hindley (Seminar: Current Issues in International Management)

### Contributing Courses to Module

- Seminar: Current Issues in International Management (DLBINTSATIM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

Study Format: *Study Format*  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This seminar deals with current issues in international management.

**Learning Outcomes**

**Seminar: Current Issues in International Management**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields



## Seminar: Current Issues in International Management

Course Code: DLBINTSATIM01\_E

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

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

### Literature

#### Compulsory Reading

#### Further Reading

- Fisher, E. & Thompson, R.C. (2014) Enjoy writing your science thesis or dissertation! [Electronic Resource] : A Step-by-step guide to planning and writing a thesis or dissertation for undergraduate and graduate science students. (2nd ed). Imperial College Press.
- Saunders, M., Thornhill, A., & Lewis, P. (2019). Research methods for business students [electronic resource] (8th ed). Pearson.
- Thomas, C. G. (2021). Research methodology and scientific writing [electronic resource] : (2nd ed). Ane Books Pvt. Ltd.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format** *Study Format*

<b>Study Format</b>	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial/Tutorial Support</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
120 h	0 h	30 h	0 h	0 h	150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Guideline

## Global Corporations and Globalization

Module Code: DLBINTGUG\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Sebastian Stütz (Global Corporations and Globalization)

### Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Global Corporations and Globalization**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields

# Global Corporations and Globalization

Course Code: DLBLOGC101\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. History and Development of Globalisation
  - 1.1 Globalization v1.0 according to Niall Ferguson
  - 1.2 History of Globalisation
  - 1.3 Influencing Factors of Economic and Cultural Globalization
  - 1.4 The Tension between Globalization and Localization
  - 1.5 Social Aspects of Globalisation and Corporate Responsibility
2. International Marketing
  - 2.1 International Consumer Behaviour
  - 2.2 Market Research

- 2.3 Standardization and Adaptation
- 2.4 International Branding
- 2.5 Pricing Strategies
- 2.6 International Marketing Communications
- 3. International Operation
  - 3.1 Offshoring and Outsourcing
  - 3.2 Global Production Networks
  - 3.3 Global Logistics
- 4. International Personnel Management
  - 4.1 Local and International Personnel Management
  - 4.2 Expatriate Management
  - 4.3 Localization of Personnel
  - 4.4 International Human Resources Development
- 5. International Financing
  - 5.1 Institutions in the International World of Finance
  - 5.2 International Financing and its Procedures
- 6. International Procurement
  - 6.1 Reasons and Strategies of Global Sourcing
  - 6.2 Risks of International Procurement
  - 6.3 International Distribution Policy

### Literature

#### Compulsory Reading

#### Further Reading

- Barmeyer, C., Bausch, M., Mayrhofer, U. (2021). Constructive Intercultural Management, Edward Elgar Publishing.
- Cateora, P.R., Money, R.B., Gilly, M. C., Graham, J.L. (2020). International Marketing (18th ed.). McGrawHill.
- Lasserre, P., Monteiro, F. (2018). Global strategic management (5th ed.). Bloomsbury Academic.
- Madura, J., Fox, R. (2020). International Financial Management (5th ed.). Cengage.
- Torrington, D., Hall, L., Taylor, S., Atkinson, C. (2020). Human resource management. Pearson.
- 2018 Lasserre, P., Monteiro, F. Global strategic management. Bloomsbury Academic.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Global Sourcing

Module Code: DLBINTGS\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Jonathan Black-Branch (Global Sourcing)

### Contributing Courses to Module

- Global Sourcing (DLBLOGC102\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Make-or-buy decisions, in- & outsourcing strategies
- Procurement concepts, strategies and processes
- Conducting negotiations in purchasing:
- Procurement market research & analysis
- Information and communication technology in purchasing and procurement
- optimization of interfaces between purchasing and other corporate functions
- Organizational aspects of procurement

**Learning Outcomes****Global Sourcing**

On successful completion, students will be able to

- describe basic strategies, concepts and processes of global procurement and analyze, evaluate and apply them with a regard to potential fields of application.
- identify central planning principles and methods of purchasing and evaluate them with regard to their fields of application in practice and their scientific and methodological foundation.
- explain the operational and strategic importance of purchasing and procurement for the entire supply chain.
- name and apply methods and applications that are necessary for the planning and execution of purchasing and procurement processes or that can be used as control levers.
- independently identify, collect, analyze and evaluate data and information for specific procurement tasks
- work on practical tasks in a goal-oriented and efficient manner.
- design and carry out further studies with a scientific orientation in the field of purchasing and procurement under guidance.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management fields

## Global Sourcing

Course Code: DLBLOGC102\_E

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

### Course Description

Students learn the basic concepts and methods of global procurement and global purchasing. They will study the operation of globally connected supply and logistics networks. Another aspect is the discussion of cultural peculiarities and specificities focusing on negotiations in an international context. The topics considered in the course are dealt with at both the strategic and the operational level with a view to the specific handling processes, necessary information flows, as well as legal and formal frameworks.

### Course Outcomes

On successful completion, students will be able to

- describe basic strategies, concepts and processes of global procurement and analyze, evaluate and apply them with a regard to potential fields of application.
- identify central planning principles and methods of purchasing and evaluate them with regard to their fields of application in practice and their scientific and methodological foundation.
- explain the operational and strategic importance of purchasing and procurement for the entire supply chain.
- name and apply methods and applications that are necessary for the planning and execution of purchasing and procurement processes or that can be used as control levers.
- independently identify, collect, analyze and evaluate data and information for specific procurement tasks
- work on practical tasks in a goal-oriented and efficient manner.
- design and carry out further studies with a scientific orientation in the field of purchasing and procurement under guidance.

### Contents

1. Basics
  - 1.1 Procurement in the Context of Internationalization
  - 1.2 Importance of Purchasing and Procurement in the Company
  - 1.3 Trends and Goals of Purchasing and Procurement
  - 1.4 National, Regional and Global Supply Networks
  - 1.5 Legal Framework Conditions on a National and International Level

2. Make-Or-Buy Decisions, In- And Outsourcing Strategies
  - 2.1 Make-Or-Buy Decisions
  - 2.2 Decision-Making Aids for In- And Outsourcing
3. Procurement Concepts
  - 3.1 Foundations and Design of Procurement Concepts
  - 3.2 Global Sourcing
  - 3.3 Modular vs. Single Sourcing
  - 3.4 Just-In-Time Concept
4. Procurement Strategies
  - 4.1 Factors Influencing the Procurement Strategy
  - 4.2 Supplier Selection and Management
  - 4.3 Performance Measurement and Quality Assurance
  - 4.4 Risk Management in Global Supply Networks
  - 4.5 Cooperation Models and Partners
5. Procurement Processes
  - 5.1 Phase Models of Procurement
  - 5.2 Classic Purchasing, Shared Service Center
  - 5.3 Electronic Marketplaces
  - 5.4 Transportation in Foreign Trade
  - 5.5 Documents in Foreign Trade
  - 5.6 Financial Transactions
6. Conducting Negotiations in Purchasing
  - 6.1 Challenges of International Negotiations
  - 6.2 Strategies
  - 6.3 Operational Implementation
  - 6.4 Intercultural Aspects
7. Procurement Market Research and Analysis
  - 7.1 Objects of Procurement Market Research
  - 7.2 Procurement Market Research Methods
8. Information and Communication Technology in Purchasing and Procurement
  - 8.1 Requirements for IT Systems in Procurement
  - 8.2 Selected IT Systems at a Glance

9. Optimization Interfaces Between Purchasing and Other Corporate Functions
  - 9.1 Overview of Organizational Models
  - 9.2 Organizational Forms of Purchasing
10. Organizational Aspects of Procurement
  - 10.1 Variants of the Organizational Structure
  - 10.2 Decision-Making Aids

**Literature****Compulsory Reading****Further Reading**

- Helmold, M. (2020). Lean management and kaizen: Fundamentals from cases and examples in operations and supply chain management. Springer.
- Helmold, M., & Terry, B. (2016). Global sourcing and supply management excellence in China: Procurement guide for supply experts. Singapore Springer.
- Lane, H. W., & Maznevski, M. L. (2014). International management behavior: Global and sustainable leadership (7th ed.). Wiley.
- Lewin, A. Y. (2011). Trade in services: The global sourcing of business services. Emerald Group Publishing Limited.
- Tolbert, P. S., & Hall, R. H. (2016). Organizations structures, processes, and outcomes (10th ed.). Routledge Taylor & Francis Group.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



## Project: Digital Entrepreneurship

Module Code: DLBEPWDE1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Visieu Lac (Project: Digital Entrepreneurship)

### Contributing Courses to Module

- Project: Digital Entrepreneurship (DLBEPWDE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The basics of developing digital business models are taught and applied in practice.

**Learning Outcomes****Project: Digital Entrepreneurship**

On successful completion, students will be able to

- understand the meaning and alternatives of digital business models and apply them to a concrete business idea.
- design a new digital solution for a relevant problem taking into account new digital trends and technologies.
- analyze different digital business model options for the developed business idea and to select the most promising one with a digital market test and to calculate it as business planning.
- independently derive and explain the digital positioning of the business idea or digital start-up.
- develop digital distribution and marketing in line with the digital business idea.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management

## Project: Digital Entrepreneurship

Course Code: DLBEPWDE01\_E

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

### Course Description

In this course, students learn to develop a digital start-up idea. In addition to learning the necessary methods, the students gain knowledge about the development and the conception of a digital business idea including the use of digital technologies, a digital business model as well as the digital distribution and marketing of the business idea. In order to use these insights directly for the practical application, a concrete digital business idea is developed by each student and will be presented in a project presentation.

### Course Outcomes

On successful completion, students will be able to

- understand the meaning and alternatives of digital business models and apply them to a concrete business idea.
- design a new digital solution for a relevant problem taking into account new digital trends and technologies.
- analyze different digital business model options for the developed business idea and to select the most promising one with a digital market test and to calculate it as business planning.
- independently derive and explain the digital positioning of the business idea or digital start-up.
- develop digital distribution and marketing in line with the digital business idea.

### Contents

- The course gives insights to develop a digital business idea. Relevant methods for the idea development will be applied to a concrete problem. The phases for developing the business model for the business project are the identification and evaluation of digital trends and technologies in relation to the defined problem, design and feasibility testing of the digital solution, the business model conception and calculation of the revenue potential as a digital business model as well as the marketing and distribution of the business idea via online channels and social media. The results will be presented and explained in the form of a project presentation, as it is usual for so-called "investor pitches" for digital start-ups. The project presentations will include the digital business idea including the problem definition and digital solution concept, the selected business model with corresponding calculation and the digital marketing and sales in the identified market. The digital business idea refers to a self-developed or fictitious business plan.

**Literature****Compulsory Reading****Further Reading**

- Kreutzer, R.T./Neugebauer, T./Pattloch, A. (2018): Digital Business Leadership: Digital Transformation, Business Model Innovation, Agile Organization, Change Management. Springer, Berlin.
- Weill, P. (2018): What's Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise. Massachusetts Harvard Business Review Press, Boston.
- Gassmann, O./Frankenberger, K./Csik, M. (2017): The Business Model Navigator: 55 Models That Will Revolutionise Your Business. Financial Times Prent., London.
- Osterwalder, A./Pigneur, Y./Bernarda, G./Smith, A. (2014): Value Proposition Design: How to Create Products and Services Customers Want. Wiley & Sons, Inc. Hoboken, New Jersey

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Project: Communication for Practical Problem Solving

Module Code: DLBKPSPKPP\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Christoph Böhmert (Project: Communication for Practical Problem Solving)

### Contributing Courses to Module

- Project: Communication for Practical Problem Solving (DLBKPSPKPP01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course is about the differentiation of different types of problems and about solution strategies for complex factual problems in a multi-person context. These are concretely applied and critically reflected on using case studies. An up-to-date list of topics can be found in the Learning Management System.

**Learning Outcomes****Project: Communication for Practical Problem Solving**

On successful completion, students will be able to

- define problems.
- identify the processes and skills of problem solving.
- understand techniques for solving factual problems.
- systematically solve a practical problem.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Bachelor Programs in the Social Sciences field

## Project: Communication for Practical Problem Solving

Course Code: DLBKPSPKPP01\_E

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

### Course Description

Not only social problems, but also factual problems are often based on a lack of communication: For example, a machine in the company may suddenly stop working because an employee has turned a switch and does not admit it. Instead of time-consuming technical analyses, goal-oriented communication can motivate employees to find the truth and thus save considerable costs. The goal of this course is to show how practical problems can be solved through systematic communication techniques. Using case studies, students will practice how to approach practical problem situations in a standardized manner and lead them to a solution.

### Course Outcomes

On successful completion, students will be able to

- define problems.
- identify the processes and skills of problem solving.
- understand techniques for solving factual problems.
- systematically solve a practical problem.

### Contents

- First, students are sensitized to differentiate between various types of problems such as factual problems, relationship problems, technical problems or complex problems. From a psychological perspective, mental problem-solving processes and strategies as well as processes of decision-making and creativity are considered. The focus is then specifically on models for solving complex problems such as the model for complex problem solving according to Frensch and Funke or the model of action regulation according to Dörner. Finally, after a model for psychological-practical problem solving, a scheme is presented how factual problems can be solved in a standardized way - and through goal-oriented communication. The approach is tested and critically reflected by the students based on case studies.



**Literature****Compulsory Reading****Further Reading**

- Davidson, J. E. & Sternberg, R.J. (Eds.) (2003): The Psychology of Problem Solving. Cambridge University Press, Cambridge.
- Frensch, P.A. & Funke, J. (1995). Complex Problem Solving – The European Perspective. Psychology Press, New York.
- Spitzer, Q. (1997): Heads you win! How the best companies think. Simon & Schuster, New York.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Corporate Communication

Module Code: DLBINTCC\_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. Jonathan Black-Branch (Corporate Communication)

### Contributing Courses to Module

- Corporate Communication (DLBPRWCCPR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- corporate identity
- corporate design
- corporate image
- corporate communication as a sub-discipline of corporate communications
- differentiation from public relations

**Learning Outcomes**

**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**

This module is similar to other modules in the field of Public Relations Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication fields

# 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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b> <ul style="list-style-type: none"><li>▪ Argenti, P. A. (2022). Corporate communication (8th ed.). McGraw Hill.</li><li>▪ Brinkert, R., &amp; Chewning, L. V. (2020). Strategic corporate communication: Core concepts for managing your career and your clients' brands. Cognella Academic Publishing.</li><li>▪ Cornelissen, J. P. (2017). Corporate communication: A guide to theory and practice (5th ed.). Sage Publications.</li><li>▪ Field, J. (2021). Influential internal communication: Streamline your corporate communication to drive efficiency and engagement. Kogan Page.</li><li>▪ Schneider, B., &amp; Barbera, K. M. (2014). The Oxford handbook of organizational climate and culture. Oxford University Press.</li></ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



## Project: Corporate Communication

Module Code: DLBPRWCCPR2\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> DLBPRWCCPR01_E	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Project: Corporate Communication)

### Contributing Courses to Module

- Project: Corporate Communication (DLBPRWCCPR02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Portfolio

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Communication processes in corporations are demanding fast and agile management skills. Therefore the project will teach students to achieve dynamic management and communication competences. The Corporate Communication Project will make students understand how corporations can cultivate and protect their identity and purpose.

**Learning Outcomes**

**Project: Corporate Communication**

On successful completion, students will be able to

- understand the practical implementation of concepts with a focus on corporate identity and corporate design.
- understand and apply corporate identity and image building in practice.
- analyze concepts and the realization of corporate communication strategies and apply the learnings.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Public Relations Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication field

## Project: Corporate Communication

Course Code: DLBPRWCCPR02\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	DLBPRWCCPR01_E

### Course Description

The focus of this course is an own project in which the students can experience and apply the relevant methods and instruments of corporate communication. Best practice examples are used to provide practice-relevant input and are analyzed by the students. Any questions and problems that may arise during the transfer of knowledge from theory to practice can be directly discussed and solved within the project. In addition, the students create another work sample for their application folder. In their individual project, the students experience all practice-relevant phases with the aim of being able to use this content in the future and to realize and manage their own projects. In order to be able to act professionally in challenging situations, solution-oriented skills are taught in each phase of the project.

### Course Outcomes

On successful completion, students will be able to

- understand the practical implementation of concepts with a focus on corporate identity and corporate design.
- understand and apply corporate identity and image building in practice.
- analyze concepts and the realization of corporate communication strategies and apply the learnings.

### Contents

- The focus of this course is on holistic corporate communication. Best practice examples show how successful companies maintain and promote their corporate communications both internally and externally. The students learn about the influence of these strategies on employee motivation and personnel development on the one hand and on a successful external image on the other hand. This course is practice-oriented and repeatedly shows interfaces to, for example, marketing and other related disciplines, which underlines its interdisciplinary claim and character. On the basis of the multifaceted input, the students are supported in applying or implementing what they have learned on the basis of an example project. In doing so, they learn how important it is to think holistically and to combine all facets of corporate communication. Ultimately, the students gain direct insights into the tasks and problems in practice through this project.

**Literature****Compulsory Reading****Further Reading**

- Cornelissen, J. (2017): *Corporate Communication (English)*. 5th edition, Sage, New York.
- Bittner-Fesseler, A., & Weicht, J. F. (2020). Beyond Sustainability Communication: Sustainability-integrated Corporate Communications. *Journal of Strategic Innovation & Sustainability*, 15(1), 93-101. <https://doi-org.pxz.iubh.de/8443/10.33423/jsis.v15i1.2730>.
- Johnston, K. & Taylor, M. (2018). *The Handbook of Communication Engagement*. ISBN: 978-1-119-16752-5. Wiley-Blackwell.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Portfolio

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Accounting and Balancing

Module Code: DLBEPEAB

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Simon (Accounting and Balancing)

### Contributing Courses to Module

- Accounting and Balancing (DLBEPEAB01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### 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**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

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.
- Stittle, John, and Robert T Wearing (2008): Financial Accounting. SAGE Publications.
- Van, Horne, J., et al. (2008): Fundamentals of Financial Management. Pearson Education, Limited.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Review Book <input checked="" type="checkbox"/> Online Tests

## Fundamentals of IT and ERP systems

Module Code: DLBFMGSYS\_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. Sebastian Werning (Fundamentals of IT and ERP systems)

### Contributing Courses to Module

- Fundamentals of IT and ERP systems (DLBFMGSYS01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Fundamentals of IT enterprise architecture
- IT Security
- Enterprise Resource Planning (ERP) systems
- The role of open source software and cloud computing for enterprise IT architecture and enterprise resource planning (ERP) systems

**Learning Outcomes****Fundamentals of IT and ERP systems**

On successful completion, students will be able to

- understand the theoretical foundations of IT enterprise architecture.
- explain the components of an effective IT enterprise architecture and apply them as critical success factor.
- understand IT security as a management function and analyze possible IT risks.
- understand the basics of Enterprise Resource Planning (ERP) and apply its implementation.
- understand the role of open source software and cloud computing and evaluate possible areas of application for their own business.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology fields

## Fundamentals of IT and ERP systems

Course Code: DLBFMGSYS01\_E

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 give students an understanding of the basics of IT enterprise architecture and to confer knowledge on individual success factors for IT enterprise architecture as well as make visible concepts of IT enterprise architecture as a possible competitive advantage. This course also explains the basics of Enterprise Resource Planning (ERP) systems and shows how these systems can be successfully implemented in the company, which ultimately leads to efficiency advantages. Finally, the role of open source software and cloud computing for IT enterprise architecture and in Enterprise Resource Planning (ERP) is presented and discussed as a possibility of a cost-effective alternative solution for their own business.

### Course Outcomes

On successful completion, students will be able to

- understand the theoretical foundations of IT enterprise architecture.
- explain the components of an effective IT enterprise architecture and apply them as critical success factor.
- understand IT security as a management function and analyze possible IT risks.
- understand the basics of Enterprise Resource Planning (ERP) and apply its implementation.
- understand the role of open source software and cloud computing and evaluate possible areas of application for their own business.

### Contents

1. Fundamentals of IT Enterprise Architecture
  - 1.1 Structure
  - 1.2 IT Enterprise Architecture as a Management Function
2. Components of a Successful IT Enterprise Architecture
  - 2.1 Business IT Alignment
  - 2.2 Improving Profitability and Cost Management
  - 2.3 Improvement of Time-To-Market
  - 2.4 Improving Customer Relationship Management and Customer Satisfaction
  - 2.5 Reduction of Heterogeneity to Improve Probability of Success in M&A Activities
  - 2.6 Compliance and Risk Management

3. Information Security
  - 3.1 Fundamentals and Protection Goals of Information Security
  - 3.2 Organization of Information Security
  - 3.3 Vulnerability Analysis
  - 3.4 Prevention and Emergency Management
  - 3.5 Security Measures
4. Enterprise Resource Planning (ERP)
  - 4.1 Conceptual Basis of ERP Systems
  - 4.2 System Architectures of ERP Systems
  - 4.3 Planning and Control of Operational Resources
  - 4.4 Planning and Management of Strategic Resources
  - 4.5 Planning and Control of Cross-Company Resources
5. Implementation of Enterprise Resource Planning Systems
  - 5.1 Selection and Introduction of Enterprise Resource Planning Systems
  - 5.2 Operation of Enterprise Resource Planning Systems
6. Open Source Software and Cloud Computing
  - 6.1 Free and Open Source Software
  - 6.2 Licenses and Communities
  - 6.3 Cloud Computing

### Literature

#### Compulsory Reading

#### Further Reading

- Ahlemann, F., Stettiner, E., Messerschmidt, M., & Legner, C. (Eds.). (2012). Strategic enterprise architecture management: Challenges, best practices, and future developments. Springer.
- Harwood, S. (2016). ERP: The implementation cycle. Routledge.
- Kurbel, K. (2013). Enterprise resource planning and supply chain management: Functions, business processes, and software for manufacturing companies. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



## Requirements Engineering

Module Code: DLBCSRE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andrew Adjah Sai (Requirements Engineering)

### Contributing Courses to Module

- Requirements Engineering (DLBCSRE01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Basics of requirements engineering
- Enterprise modeling
- Requirement determination techniques
- Techniques of requirements documentation
- Testing and coordination of requirements
- Managing requirements

**Learning Outcomes****Requirements Engineering**

On successful completion, students will be able to

- describe models of enterprise modeling relevant to IT support and have experience in modeling.
- understand techniques and methods for determining requirements of IT systems and be able to distinguish them from each other.
- understand techniques for the documentation of requirements on IT systems and have experience in their use.
- describe techniques for testing, coordinating, and managing the requirements of IT systems and be able to distinguish between them.
- independently select suitable techniques and methods of requirements engineering for given project situations.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology field

# Requirements Engineering

Course Code: DLBCSRE01

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

## Course Description

The early phases of software development are largely characterized by the fact that functional and technical requirements for the IT system have to be determined. The determination of these requirements must be carried out extremely carefully because all of the following activities in the SW development process are planned and executed on the basis of documented requirements. In this course, procedures, methods, and models are covered, which make it possible to have a structured and methodical determination and documentation of requirements for operational information systems.

## Course Outcomes

On successful completion, students will be able to

- describe models of enterprise modeling relevant to IT support and have experience in modeling.
- understand techniques and methods for determining requirements of IT systems and be able to distinguish them from each other.
- understand techniques for the documentation of requirements on IT systems and have experience in their use.
- describe techniques for testing, coordinating, and managing the requirements of IT systems and be able to distinguish between them.
- independently select suitable techniques and methods of requirements engineering for given project situations.

## Contents

1. Fundamentals and Terms of Requirements Engineering
  - 1.1 Requirements Engineering in the Software Process
  - 1.2 Core Activities in Requirements Engineering
  - 1.3 What is a Requirement?
2. Determination of Requirements
  - 2.1 Determination of the System Context
  - 2.2 Determination of the Sources of Requirements
  - 2.3 Selection of the Appropriate Investigative Techniques
  - 2.4 Determine Requirements Using Techniques

3. Selected Investigative Techniques
  - 3.1 Creativity Techniques
  - 3.2 Interview Techniques
  - 3.3 Observation Techniques
  - 3.4 Prototyping
4. Documentation of Requirements
  - 4.1 Activities for Documenting Requirements
  - 4.2 Typical Elements of Requirements Documentation
  - 4.3 Forms of Documentation
5. Modeling of Processes
  - 5.1 Basics and Terms
  - 5.2 Modeling with the Business Process Model and Notation
  - 5.3 Modeling with Event Driven Process Chains
6. Modeling of Systems
  - 6.1 Fundamentals of Unified Modeling Language
  - 6.2 UML Use Case Diagram
  - 6.3 UML Activity Diagram
  - 6.4 UML Class Diagram
  - 6.5 UML State Diagram
7. Checking and Reconciling Requirements
  - 7.1 Activities for Checking and Reconciling Requirements
  - 7.2 Test Criteria
  - 7.3 Test Principles
  - 7.4 Testing Techniques
  - 7.5 Coordination of Requirements
8. Management of Prioritization Requirements and Techniques
  - 8.1 Managing Requirements
  - 8.2 Techniques for Prioritizing Requirements

**Literature****Compulsory Reading****Further Reading**

- Dick, J., Hull, E., & Jackson, K. (2017). *Requirements engineering* (4th ed.). Springer.
- Glinz, M., van Loenhoud, H., Staal, S., & Bühne, S. (2020). *Handbook for the CPRE foundation level according to the IREB standard: Education and training for certified professional for requirements engineering (CPRE): Foundation level (Version 1.0.0)*. International Requirements Engineering Board.
- Pohl, K., & Rupp, C. (2015). *Requirements engineering fundamentals: A study guide for the certified professional for requirements engineering exam: Foundation level—IREB compliant* (2nd ed.). Rocky Nook.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Corporate Planning and Control

Module Code: BPUE-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Jonathan Black-Branch (Corporate Planning and Control)

### Contributing Courses to Module

- Corporate Planning and Control (BPUE01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Basics of planning, budgeting and control
- Planning and control system
- Strategic planning and control
- Operational planning and control
- Budgeting
- Case Study



**Learning Outcomes****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**

This module is similar to other modules in the field of Planning & Controlling

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management field

## 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 operational 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.
- Merchant, K., & Van der Stede, W. A. (2017). Management control systems (4th ed.). Pearson.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Digital Finance and Controlling

Module Code: DLBFMDFC\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Digital Finance and Controlling)

### Contributing Courses to Module

- Digital Finance and Controlling (DLBFMDFC01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Fundamentals and Basic Concepts of Digitization
- Digitization of Processes in Finance & Controlling
- Requirements of Digitization for IT Systems in Controlling
- Effects of Digitization on Organization, Roles and Competence Profiles in Controlling
- Conceptual Principles for the Development of Digitization Measures
- Controlling of Digital Business Models

**Learning Outcomes**

**Digital Finance and Controlling**

On successful completion, students will be able to

- identify opportunities and potentials of digitization in finance & controlling.
- understand relevant digitization technologies and their possible applications.
- assess efficiency potentials through digitization of core processes.
- understand essential requirements of digitization on IT systems.
- identify the effects of digital transformation on the organization, tasks, and competence profiles in finance & controlling.
- determine the degree of digitization in controlling in order to develop a digitization strategy.
- understand the special features of controlling digital business models.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management field

# Digital Finance and Controlling

Course Code: DLBFMDFC01\_E

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

## Course Description

Digitization is currently leading to disruptive changes in industries, sectors and companies. Traditional business models (e.g., in retail banking or hotel bookings) are increasingly being replaced by digital business models (i.e., fintechs or platforms such as booking.com). Companies with traditional business models are digitizing their operational processes (e.g., in production or sales) in order to remain competitive. Support functions such as HR or controlling are also taking advantage of the opportunities offered by digital transformation in order to optimize the efficiency of their respective core processes. In this respect, controlling is not only dealing with the management of digitization initiatives in the operational areas of the company, it must also evaluate what opportunities and efficiency potential digitization offers in finance & controlling itself. This course provides students with an overview of the conceptual principles and current developments of digitization in finance & controlling. Students are introduced to the relevant digitization technologies and will understand how digitization affects processes, systems, organizations and the necessary competence profiles of a company's employees. Various practical examples will be used to show how companies successfully use tools and technologies to improve the efficiency of controlling processes. Moreover, students will learn how the company's current level of digitization is determined by using a maturity model in order to develop a digitization strategy. Finally, this course presents the special features of controlling in digital business models.

## Course Outcomes

On successful completion, students will be able to

- identify opportunities and potentials of digitization in finance & controlling.
- understand relevant digitization technologies and their possible applications.
- assess efficiency potentials through digitization of core processes.
- understand essential requirements of digitization on IT systems.
- identify the effects of digital transformation on the organization, tasks, and competence profiles in finance & controlling.
- determine the degree of digitization in controlling in order to develop a digitization strategy.
- understand the special features of controlling digital business models.

## Contents

1. Fundamentals and Basic Concepts of Digitization
  - 1.1 Context of Digitization in Controlling: VUCA and Industry 4.0
  - 1.2 Relevant Digitization Technologies at a Glance

- 1.3 Effects of Digitization on Controlling
- 1.4 Status Quo of Digitization in Finance & Controlling in Practice
2. Digitization of Processes in Finance & Controlling
  - 2.1 Effects, Instruments and Potential Benefits of Digitization
  - 2.2 Finance RPA as an Approach to Process Optimization in Reporting and Financial Processes
  - 2.3 Predictive Analytics in the Context of Planning and Forecasting
3. Requirements of Digitization for IT Systems in Controlling
  - 3.1 IT and Data Management as the Basis for Digitization
  - 3.2 ERP Systems and Their Importance for Digitization
  - 3.3 Business Intelligence Solutions for Controlling
4. Effects of Digitization on Organization, Roles and Competence Profiles in Controlling
  - 4.1 Developments in the Controlling Organization in the Context of Digitization
  - 4.2 Impact of Digitization on Roles and Tasks in Controlling
  - 4.3 Changes in the Competence Profile: Digital and Data Literacy as Key Competencies
5. Conceptual Principles for the Development of Digitization Measures
  - 5.1 Determining the Degree of Digitization by Using Maturity Models
  - 5.2 Process Models for Implementing Digital Transformation
  - 5.3 Approaches for the Evaluating Digitalized Finance & Controlling Processes
6. Controlling of Digital Business Models
  - 6.1 Special Features of Controlling Digital Business Models
  - 6.2 Practical Examples: Successful Digital Business Models



**Literature****Compulsory Reading****Further Reading**

- Chong, S. & Rahman, A. & Narayan A. K. (2022). Guest Editorial: Accounting in Transition: Influence of Technology, Sustainability and Diversity. *Pacific Accounting Review* 34(4), 517–525.
- de Bruin T. & Rosemann M. & Freeze R. & Kulkarni U. (2005). Understanding the Main Phases of Developing a Maturity Assessment Model. In *ACIS 2005 Proceedings Sydney, Australia*.
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- Hofmann, P. & Samp, C. & Urbach, N. (2019). Robotic Process Automation. *Electronic Markets* 30, 99 –106.
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- Rummel, F. & Hüsigg, S & Steinhauser, S. (2021). Two Archetypes of Business Model Innovation Processes for Manufacturing Firms in the Context of Digital Transformation. *R&D Management* 52(4), 685–703.
- Wirtz, B. W. (2019). *Digital Business Models*. Springer Nature.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Digital Business Models

Module Code: DLBLODB\_E

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

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

### Module Coordinator

Prof. Dr. Muhammad Ashfaq (Digital Business Models)

### Contributing Courses to Module

- Digital Business Models (DLBLODB01\_E)

### Module Exam Type

#### Module Exam

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

Study Format: myStudies  
Exam or Advanced Workbook, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes****Digital Business Models**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the Business Administration and Management fields

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields

# Digital Business Models

Course Code: DLBLODB01\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Meaning, Origin and Definition of the Term "Digital Business Model"
  - 1.1 Goals and Functions of Digital Business Models
  - 1.2 Business Model - Origin of the Term and its Meaning in the Digital Economy
  - 1.3 Definition of the terms Business Model and Digital Business Model
  - 1.4 Differentiation from Other Terminologies of the Digital Economy
2. Basic Concepts for the Description of Business Models
  - 2.1 Value Chain by Porter

- 2.2 Value-added Chain
- 2.3 Dominant Logic
- 2.4 Revenue Model
- 2.5 Unique Selling Proposition
- 2.6 Transaction
- 2.7 Product or Service Range
3. Tools for the Description of Business Models
  - 3.1 Business Model Canvas
  - 3.2 St. Gallen Business Model Navigator
  - 3.3 MIT Framework
4. Patterns of Digital Business Models
  - 4.1 Long Tail
  - 4.2 Multi-Sided Pattern
  - 4.3 Free and Freemium
  - 4.4 OPEN API Pattern
5. Digital Business Models and Business Plans
  - 5.1 Integration of the Business Model into the Business Plan
  - 5.2 Company Positioning and the Digital Business Model
  - 5.3 Digital Business Models as Innovation Drivers for the Development of New Businesses

### Literature

#### Compulsory Reading

#### Further Reading

- Gassmann, O., Frankenberger, K., & Choudury, M. (2020). *The business model navigator: The strategies behind the most successful companies* (Second edition). FT Financial Times publishing. Pearson Education, Limited.
- Weil, P., & Woerner, S. L. (2018). *What's your digital business model? Six questions to help you to build the next-generation enterprise*. Harvard Business Review Press.
- Wirtz, B. W. (2019). *Digital Business Models: Concepts, Models, and the Alphabet Case Study* (1st edition 2019). Progress in IS. Springer International Publishing.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Advanced Workbook, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam or Advanced Workbook, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 100 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 25 h	<b>Self Test</b> 25 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline



## Project: New Work

Module Code: DLBPEPNW\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Dr. Anna Meindl (Project: New Work)

### Contributing Courses to Module

- Project: New Work (DLBPEPNW01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Portfolio

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The course deals with the managerial, organizational and workplace changes affecting companies as a result of megatrends.

**Learning Outcomes**

**Project: New Work**

On successful completion, students will be able to

- define and explain the term New Work.
- develop a grasp for changes in work, leadership and organization in the wake of important megatrends and their effects.
- explain the stages of change processes in the context of the New Work concept and to implement them in an example project.
- apply important methods and tools in change processes.
- reflect and document the most important lessons learned for change processes.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programs in the Human Resources fields

## Project: New Work

Course Code: DLBPEPNW01\_E

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

### Course Description

The term New Work, as a collective term for all changes to work, leadership and organization, is the focus of this course and will be explored by the students using practical examples. On the basis of a project from company HR practice with a focus on New Work, a portfolio will be developed in which the students reflect and document their most important learning experiences. This will allow the students to further develop their technical, methodological, personal and social skills.

### Course Outcomes

On successful completion, students will be able to

- define and explain the term New Work.
- develop a grasp for changes in work, leadership and organization in the wake of important megatrends and their effects.
- explain the stages of change processes in the context of the New Work concept and to implement them in an example project.
- apply important methods and tools in change processes.
- reflect and document the most important lessons learned for change processes.

### Contents

- New Work deals with changes resulting from megatrends which in turn impact the work, leadership and organizational aspects. These megatrends can be digitalization, globalization, demographic trends or changing values. Possible contents of the course are:
  - new models for workplace design (e.g. Co-Working space)
  - new models of collaboration (e.g. virtual teams, mixed-age teams)
  - new models of leadership (e.g. shared leadership, agile leadership)
  - agile organization (e.g. Holocracy)
  - Effects on staff development (e.g. shifting the responsibility for lifelong learning to the employee)

The process of change that accompanies the introduction of these new concepts is to be exemplified and the important learning experiences of the students reflected and documented.

**Literature****Compulsory Reading****Further Reading**

- Cameron, Esther & Green, Mike (2015) Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change, 4th Ed., Kogan Page Limited, London, UK.
- Harteis C. (eds) The Impact of Digitalization in the Workplace. An Educational View. Springer, Cham.
- Keller, Scott, and Schaninger, Bill (2019) Beyond Performance 2.0: A Proven Approach to Leading large-Scale Change, McKinsey & Company, John Wiley and Sons.
- Kotter, John P. (2012) Leading Change, Harvard Business Review Press.
- On Change Management (2011), Harvard Business Review Press, Boston MA.
- Merlijn Venus, Daan Stam, and Daan van Knippenberg (2018) Research: To Get People to Embrace Change, Emphasize What Will Stay the Same, Harvard Business Review, August 15, 2018.
- Hatum, Andres (2013) The New Workforce Challenge - How Today's Leading Companies Are Adapting to the Future. PgraveMacmillan.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Portfolio

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

# 6. Semester

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## Digital HR

Module Code: DLBPEDHR\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Michaela Moser (Digital HR)

### Contributing Courses to Module

- Digital HR (DLBPEDHR01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Basics of Digitalization
- Digital Technologies
- Potentials of Digitalization in Personnel Management
- Digitalization and Workforce Planning and Recruitment
- Approaches to Digital Learning in Personnel Development
- Digital Leadership
- Digital Transformation
- Framework Conditions for Successful Digitalization
- New Professions as a Result of Digitization

<p><b>Learning Outcomes</b></p> <p><b>Digital HR</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the influences and consequences of the digitalization on the world of work and human resource management as well as the potential of digitization.</li> <li>▪ describe digital technologies that have an impact on human resource management.</li> <li>▪ identify specifics of digitalization for recruiting, HR development, and leadership as HR functions which are highly impacted by this megatrend.</li> <li>▪ understand the role of HR in the digital transformation.</li> <li>▪ capture important framework conditions for the success of digitalization in the HR sector.</li> <li>▪ deal with new professions that are emerging in the context of digitalization.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Human Resources</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Bachelor Programs in the Human Resources field</p>



# Digital HR

Course Code: DLBPEDHR01\_E

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

## Course Description

The aim of the course is to address the impact of the megatrend "digitalization " on HR management and the world of work. This trend offers HR departments the opportunity to redefine themselves. As a result of digitalization, HR departments are in a position to leave the classic role as "administrators" of personnel and turn to the value creation potential of HR departments. Therefore, the potential of the latest technological developments (such as artificial intelligence) for individual steps of HR management will be considered. A brief, overview-like description of the technologies for HR is fundamental. Although HR professionals do not need to understand these technologies in detail, it is necessary for them to know their core aspects regarding HR business processes. The course also discusses important framework conditions that cannot be ignored for successful digitalization. In addition, it focuses on the emergence of new professions and requirements as a result of digitalization. The dual digitization challenges of HR by contributing to the digital transformation and the transformation of the HR function are addressed as well.

## Course Outcomes

On successful completion, students will be able to

- understand the influences and consequences of the digitalization on the world of work and human resource management as well as the potential of digitization.
- describe digital technologies that have an impact on human resource management.
- identify specifics of digitalization for recruiting, HR development, and leadership as HR functions which are highly impacted by this megatrend.
- understand the role of HR in the digital transformation.
- capture important framework conditions for the success of digitalization in the HR sector.
- deal with new professions that are emerging in the context of digitalization.

## Contents

1. Basics of Digitalization
  - 1.1 Introduction to the Problem
  - 1.2 Concept of Digitalization and Scenarios
  - 1.3 Consequences for the World of Work and Personnel Management
2. Digital Technologies
  - 2.1 Introduction

- 2.2 Term Digital Technologies
- 2.3 Overview of New Digital Technologies
- 3. Potentials of Digitization in Personnel Management
  - 3.1 Introduction
  - 3.2 Changing Work through Digitalization
- 4. Digitalization and Workforce Planning and Recruitment
  - 4.1 Term Personnel Planning and Recruitment
  - 4.2 Digital Personnel Planning
  - 4.3 Digital Recruiting
- 5. Approaches to Digital Learning in Personnel Development
  - 5.1 Concept of Personnel Development and Digital Learning
  - 5.2 Informal Learning in the Workplace
  - 5.3 Role of HR and Managers
  - 5.4 Digital Learning Technologies
- 6. Digital Leadership
  - 6.1 Term Digital Leadership
  - 6.2 Paradigm Shift in Leadership
  - 6.3 Mission Statement of the Digital Leader
  - 6.4 Tolerance of Contradiction as Key Competence
- 7. Digital Transformation
  - 7.1 Term Digital Transformation
  - 7.2 Four Categories of Digital Maturity
  - 7.3 Actors and Stakeholders
  - 7.4 Drivers of Digital Transformation
  - 7.5 Digitalization and Corporate Culture
  - 7.6 Change in Organizational Structures
  - 7.7 Management and Responsibilities in the Transformation Process
- 8. Framework Conditions for Successful Digitalization
  - 8.1 Legal Framework
  - 8.2 Ethical Framework
  - 8.3 Digital Workplace
  - 8.4 Meaningful IT Systems
  - 8.5 Digital Mindset and Competence Profile of Employees

8.6 Digital Health Management

9. New Professions as a Result of Digitalization

9.1 Introduction

9.2 Digital Professions

9.3 Conclusion and Outlook

## Literature

### Compulsory Reading

#### Further Reading

- Ashmarina, S. I. et al. (2021): Digital Economy and the New Labor Market: Jobs, Competences and Innovative HR Technologies. Springer Nature, Cham.
- Cantoni, F. et al. (2018): Human Resource Management and Digitalization. G. Giappichelli Editore, Torino.
- Guldenberg, S./Ernst, E./North, K. (2021): Managing Work in the Digital Economy: Challenges, Strategies and Practices for the Next Decade. Springer Nature, Cham.
- Trost, A. (2020): .Human Resources Strategies [electronic resource] : Balancing Stability and Agility in Times of Digitization. Springer Nature, Cham.
- Urbach, N./Röglinger, M. (2018): Digitalization Cases: How Organizations Rethink Their Business for the Digital Age. Springer Nature, Cham.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Online Marketing

Module Code: DLBMSM1-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

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

### Contributing Courses to Module

- Online Marketing (DLBMSM01-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- 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

**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.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Online & Social Media Marketing

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication field

## 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., & Ellis-Chadwick, F. (2022). Digital marketing (8th ed.). Pearson.
- Kingsnorth, S. (2022). The Digital Marketing Handbook. KoganPage.
- Martínez-López, F. J., & López López, D. (Eds.). (2021). Advances in Digital Marketing and eCommerce. Springer Nature.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Social Media Marketing

Module Code: DLBMSM2-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Social Media Marketing)

### Contributing Courses to Module

- Social Media Marketing (DLBMSM02-01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Advanced Workbook

Study Format: Distance Learning  
Advanced Workbook

#### Split Exam

### Weight of Module

see curriculum

**Module Contents**

- 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****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**

This module is similar to other modules in the field of Online & Social Media Marketing

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication field

## 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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"><li>▪ Aral, S. (2020). The hype machine. How social media disrupts our elections, our economy, and our health – and how we must adapt. Random House.</li><li>▪ Barker, M. S., Barker, D. I., Borman, N. F., Roberts, M. L. &amp; Zahay, D. (2017). Social media marketing. A strategic approach (2nd ed.). CENGAGE Learning.</li><li>▪ Butow, E., Allton, M., Herman, J., Liu, S., &amp; Robinson, A. (2020). Ultimate guide to social media marketing. Entrepreneur Press, Fitch.</li></ul>



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Advanced Workbook

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Advanced Workbook

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Online Tests <input checked="" type="checkbox"/> Guideline

## Business Intelligence

Module Code: DLBCSEBI1

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Sebastian Werning (Business Intelligence )

### Contributing Courses to Module

- Business Intelligence (DLBCSEBI01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Motivation and Conceptualization
- Data Provision
- Data Warehouse
- Modeling of Multidimensional Data Spaces
- Analysis Systems
- Distribution and Access

**Learning Outcomes****Business Intelligence**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programmes in the IT & Technology fields

# Business Intelligence

Course Code: DLBCSEBI01

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. Motivation and Conceptualization
  - 1.1 Motivation and Historical Development
  - 1.2 BI as a Framework
2. Data Provision
  - 2.1 Operative and Dispositive Systems
  - 2.2 The Data Warehouse Concept
  - 2.3 Architectural Variations
3. Data Warehouse
  - 3.1 ETL Process
  - 3.2 DWH and Data Mart
  - 3.3 ODS and Metadata
4. Modelling of Multidimensional Data Spaces

4.1	Data Modeling
4.2	OLAP Cubes
4.3	Physical Storage
4.4	Star and Snowflake Scheme
4.5	Historicization
5.	Analysis Systems
5.1	Free Data Research and OLAP
5.2	Reporting Systems
5.3	Model-Based Analysis Systems
5.4	Concept-Oriented Systems
6.	Distribution and Access
6.1	Information Distribution
6.2	Information Access

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b> <ul style="list-style-type: none"><li>▪ Grossmann, W., &amp; Rinderle-Ma, S. (2015). <i>Fundamentals of business intelligence</i>. Springer.</li><li>▪ Sharda, R., Delen, D., &amp; Turban, E. (2015). <i>Business intelligence and analytics: Systems for decision support</i>. 10th Edition. Pearson.</li><li>▪ Sherman, R. (2014). <i>Business intelligence guidebook: From data integration to analytics</i>. Morgan Kaufmann.</li><li>▪ Vaisman, A., &amp; Zimányi, E. (2022). <i>Data warehouse systems: Design and implementation</i>. Springer.</li></ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Project: Business Intelligence

Module Code: DLBCSEBI2

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 149 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Neil Arvin Bretana (Project: Business Intelligence)

### Contributing Courses to Module

- Project: Business Intelligence (DLBCSEBI02)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Possible topics for the BI project include “Management of BI projects”, “Design of multidimensional data models” and “Prototypical implementation of small BI applications”.



**Learning Outcomes****Project: Business Intelligence**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programmes in the IT & Technology fields

## Project: Business Intelligence

Course Code: DLBCSEBI02

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

### Course Description

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

### Course Outcomes

On successful completion, students will be able to

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

### Contents

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

### Literature

#### Compulsory Reading

#### Further Reading

- Christoph Meinel, Hasso Plattner, Larry Leifer (2011): Design Thinking: Understand – Improve – Apply; Springer Berlin Heidelberg
- Jeanne Liedtka (2018): Why Design Thinking Works. In: Harvard Business Review, Issue: 2018/09, pp.72–79
- Christoph Meinel, Larry J. Leifer (2021): Design Thinking Research: Interrogating the Doing; Springer International Publishing

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Product Development in Industry 4.0

Module Code: DLBINGPE\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Dorian Mora (Product Development in Industry 4.0 )

### Contributing Courses to Module

- Product Development in Industry 4.0 (DLBINGPE01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to modern product development
- Fundamentals of product development
- Methods in the product development process
- Alternative design approaches
- Digitalization of product design
- Customized mass production
- Outlook: Digital engineering and operation

**Learning Outcomes****Product Development in Industry 4.0**

On successful completion, students will be able to

- recall the historical development of industrial production.
- name current trends in the context of the "fourth industrial revolution" and their impact on product development.
- know the basic methods in product development.
- know the traditional product development process from design theory.
- differentiate alternative approaches to product development.
- name selected tools in the context of digital and virtual product design.
- explain the lot size problem and determine lot sizes for traditional production types.
- distinguish traditional production types from modern strategies such as customized mass production and rapid manufacturing.
- name current approaches to the complete digitalization of product creation and production processes in terms of digital engineering.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Engineering

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology fields

## Product Development in Industry 4.0

Course Code: DLBINGPE01\_E

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

### Course Description

The aim of the course is to give students an overview of current approaches to modern product development in the context of Industry 4.0. Based on traditional methods and tools of product development, relevant alternative design approaches are described, which put the consumer in the center of the design. In addition, modern tools to support product design are presented with which an engineer can digitally capture and simulate both the static/geometric and dynamic properties of a product. In addition, aspects of customized mass production will be discussed and compared with traditional production types. As an outlook on future developments, current research approaches for consistently digitalized product development are presented.

### Course Outcomes

On successful completion, students will be able to

- recall the historical development of industrial production.
- name current trends in the context of the "fourth industrial revolution" and their impact on product development.
- know the basic methods in product development.
- know the traditional product development process from design theory.
- differentiate alternative approaches to product development.
- name selected tools in the context of digital and virtual product design.
- explain the lot size problem and determine lot sizes for traditional production types.
- distinguish traditional production types from modern strategies such as customized mass production and rapid manufacturing.
- name current approaches to the complete digitalization of product creation and production processes in terms of digital engineering.

### Contents

1. Introduction to Modern Product Development
  - 1.1 Terms of Industrial Production
  - 1.2 The Fourth Industrial Revolution
  - 1.3 Turnaround in the Factors of Production
  - 1.4 Trends in Product Development
2. Fundamentals of Product Development

- 2.1 Methods of Product Planning
- 2.2 Methods of the Solution Search
- 2.3 Selection and Evaluation of Alternatives
3. Methods in the Product Development Process
  - 3.1 Clarify Requirements
  - 3.2 Concept
  - 3.3 Draft
  - 3.4 Development
4. Alternative Design Approaches
  - 4.1 Design Thinking
  - 4.2 Personas
  - 4.3 Human-Centered Design According to ISO 9241-210
  - 4.4 Participatory Design
  - 4.5 Open Innovation
  - 4.6 Empathic Design
5. Digitalization of Product Design
  - 5.1 From Drawing Board to Digital Functional Model
  - 5.2 Computer-Aided Engineering
  - 5.3 Computer-Aided Quality
  - 5.4 Engineering and Product Data Management
  - 5.5 Simulation Data Management
6. Customized Mass Production
  - 6.1 Traditional Types of Production
  - 6.2 Lot Size Problem and Planning
  - 6.3 Mass Customization
  - 6.4 Rapid Manufacturing
7. Outlook: Digital Engineering and Operation
  - 7.1 Definition
  - 7.2 Fields of Application
  - 7.3 Data Mining
  - 7.4 Modeling of Dynamic Product Properties
  - 7.5 Provision of Information

**Literature**

**Compulsory Reading**

**Further Reading**

- Kull, H. (2015): Mass Customization. Opportunities, Methods, and Challenges for Manufacturers. Apress, Berkeley/New York.
- Olsen, D. (2015): The Lean product playbook: How to innovate with minimum viable products and rapid customer feedback. Wiley, Hoboken, NJ.
- Stark, J. (2022): Product Lifecycle Management (Volume 1): 21st Century Paradigm for Product Realisation (Decision Engineering) (English Edition). Fifth Edition. Springer.



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Project: Smart Product Solutions

Module Code: DLBIEPSPS

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Dr. Hajck Karapetjan (Project: Smart Product Solutions)

### Contributing Courses to Module

- Project: Smart Product Solutions (DLBIEPSPS01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report  
Study Format: myStudies  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

This course focuses on the application of agile engineering methods for smart product solutions within the framework of a practice-oriented project. The architecture and mechanics of smart product solutions will be described by means of their integrated business model components.

**Learning Outcomes****Project: Smart Product Solutions**

On successful completion, students will be able to

- answer the question of the relevance of dynamic business models of smart product solutions for business practice.
- describe and analyze smart product solutions by means of the business model architecture and mechanics.
- select and apply the right tools from the engineering methodology toolbox of smart product solutions for the modelling and analysis of digital business models in a practice-oriented way.
- develop management cockpits to support decision-making in the implementation of smart product solutions.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Computer Science & Software Development

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology fields

## Project: Smart Product Solutions

Course Code: DLBIEPSPS01

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

### Course Description

Smart product solutions have the potential to increase the efficiency of existing business models in the context of digital transformation. In addition to the expansion and optimization of traditional business models, smart product solutions also create completely new business models, in which, for example, revenues are not linked to the transfer of ownership of the product, but to its use. In practice, however, the design and analysis of smart product solutions and their business models is difficult for many companies, as the complexity of these smart solutions results in insufficient methodological know-how. Against this background, the students apply various instruments and modelling tools to describe and analyze smart product solutions within the framework of a practice-oriented project.

### Course Outcomes

On successful completion, students will be able to

- answer the question of the relevance of dynamic business models of smart product solutions for business practice.
- describe and analyze smart product solutions by means of the business model architecture and mechanics.
- select and apply the right tools from the engineering methodology toolbox of smart product solutions for the modelling and analysis of digital business models in a practice-oriented way.
- develop management cockpits to support decision-making in the implementation of smart product solutions.

### Contents

- By means of an agile engineering approach, students learn about the complex interrelationships of smart product solutions in a project-oriented setting. In addition to the structural description, students also gain a comprehensive insight into the quantitative modeling of the dynamic interrelationships of smart product solutions and their business models at a specific product solution level. The consistent application of techniques and tools from the engineering construction kit of smart product solutions enables the development of new business models as well as the adaptation of existing business models through the flexible configuration of interdependent components. Radical innovations with a completely new benefits are just as possible as incremental adjustments in a more evolutionary transformation process. Through the abstract description of the architecture

and the dynamic modelling of the mechanics of the smart product solutions and their business models, students learn the basics for effective decision support in practice, which ensures continuous learning in a digital world with growing dynamic complexity.

#### Literature

#### Compulsory Reading

#### Further Reading

- Boßlau, M. (2021). Business Model Engineering for Smart Product-Service Systems. *Procedia CIRP*, 104, 565–570.
- Boßlau, M. (2021). Digital Engineering of Dynamic Business Models for Smart Product-Service Systems (Proceedings of the International System Dynamics Conference). Chicago. (Available on the Internet)
- Negash, Y. T., & Calahorrano Sarmiento, L. S. (2023). Smart product-service systems in the healthcare industry: Intelligent connected products and stakeholder communication drive digital health service adoption. *Heliyon*, 9(2), e13137.
- Pöppelbuß, J., & Durst, C. (2019). Smart Service Canvas – A tool for analyzing and designing smart product-service systems. *Procedia CIRP*, 83, 324–329.
- Zawadzki, P./Żywicki, K. (2016): Smart Product Design and Production Control for Effective Mass Customization in the Industry 4.0 Concept. *Management and Production Engineering Review*, 7(3), 105–112.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



## Project: Digital Methods in Market Research

Module Code: DLBWPDMKP2\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Project: Digital Methods in Market Research )

### Contributing Courses to Module

- Project: Digital Methods in Market Research (DLBWPDMKP02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

A given industrial and organizational psychology topic is selected and, on the basis of intensive research, students consider which digital market research method can be used to investigate a related question. This course will be outlined and reflected accordingly.

**Learning Outcomes****Project: Digital Methods in Market Research**

On successful completion, students will be able to

- become familiar with digital market research methods.
- be able to choose and justify an appropriate method for a problem related to industrial and organizational psychology.
- be able to reflect on the advantages and disadvantages of different digital methods.
- understand the process of a market research project.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Bachelor Programs in the Social Sciences field

## Project: Digital Methods in Market Research

Course Code: DLBWPDMKP02\_E

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

### Course Description

In the course of digitalization, market research methods have adapted accordingly, so that the needs of customers are no longer only recorded offline, but via online studies, mobile apps or digital scans. In this course, the latest digital market research methods will be researched. On the basis of a selected question related to industrial and organizational psychology, a decision will be made as to which method would be most suitable for investigating this question and which advantages and disadvantages this method could bring with it in comparison to others.

### Course Outcomes

On successful completion, students will be able to

- become familiar with digital market research methods.
- be able to choose and justify an appropriate method for a problem related to industrial and organizational psychology.
- be able to reflect on the advantages and disadvantages of different digital methods.
- understand the process of a market research project.

### Contents

- The more consumers spend time in digital spaces, the more their needs, opinions and the trends derived from them need to be captured digitally. In the meantime, in addition to traditional online surveys, there are various digital market research methods such as digital diary apps, digital footprint analysis, facial coding or the analysis of social media content. Which method is most suitable depends on the specific research question. This course offers the opportunity to select a question relevant to industrial and organizational psychology from a list of topics and to find a suitable digital market research for it, as well as to discuss the advantages and disadvantages of the respective digital method.

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b> <ul style="list-style-type: none"><li>▪ Homburg, M., Klarmann, M. &amp; Vomberg, A. (2022). Handbook of Market Research, Springer.</li><li>▪ Leach, W. (2018). Marketing to Mindstates: The Practical Guide to Applying Behavior Design to Research and Marketing, Lioncrest.</li><li>▪ Ronan, G. (2017). The future of market research. Kindle Paperwhite.</li></ul>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Artificial Intelligence

Module Code: DLBDSEAIS1

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Kristina Schaaff (Artificial Intelligence)

### Contributing Courses to Module

- Artificial Intelligence (DLBDSEAIS01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- chart the historical developments in artificial intelligence.
- understand the approach of contemporary AI systems.
- comprehend the concepts behind reinforcement learning.
- analyze natural language using basic NLP techniques.
- scrutinize images and their contents.

**Learning Outcomes****Artificial Intelligence**

On successful completion, students will be able to

- chart the historical developments in artificial intelligence.
- understand the approach of contemporary AI systems.
- comprehend the concepts behind reinforcement learning.
- analyze natural language using basic NLP techniques.
- scrutinize images and their contents.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Data Science & Artificial Intelligence

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology field

# Artificial Intelligence

Course Code: DLBDSEAIS01

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

## Course Description

The quest for artificial intelligence (AI) has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as modern approaches in the development of artificial intelligence. This course gives an introduction to reinforcement learning, a process similar to how humans and animals experience the world: exploring the environment and inferring the best course of action. This course also covers the principles of natural language processing and computer vision, both of which are key ingredients for an artificial intelligence to be able to interact with its environment.

## Course Outcomes

On successful completion, students will be able to

- chart the historical developments in artificial intelligence.
- understand the approach of contemporary AI systems.
- comprehend the concepts behind reinforcement learning.
- analyze natural language using basic NLP techniques.
- scrutinize images and their contents.

## Contents

1. History of AI
  - 1.1 Historical Developments
  - 1.2 AI Winter
  - 1.3 Expert Systems
  - 1.4 Notable Advances
2. Modern AI Systems
  - 2.1 Narrow versus General AI
  - 2.2 Application Areas
3. Reinforcement Learning
  - 3.1 What is Reinforcement Learning?
  - 3.2 Markov Chains and Value Function



3.3	Time-Difference and Q Learning
4.	Natural Language Processing (NLP)
4.1	Introduction to NLP and Application Areas
4.2	Basic NLP Techniques
4.3	Vectorizing Data
5.	Computer Vision
5.1	Introduction to Computer Vision
5.2	Image Representation and Geometry
5.3	Feature Detection
5.4	Semantic Segmentation

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"><li>▪ Bear, F., Barry, W., &amp; Paradiso, M. (2020). Neuroscience: Exploring the brain (4th ed.). Lippincott Williams &amp; Wilkins.</li><li>▪ Chollet, F. (2018). Deep learning with Python. Manning.</li><li>▪ Geron, A. (2017). Hands-on machine learning with Scikit-Learn and TensorFlow. O'Reilly.</li><li>▪ Géron, A. (2019). Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow: Concepts, tools, and techniques to build intelligent systems (2nd ed.). O'Reilly.</li><li>▪ Goodfellow, I., Bengio, Y., &amp; Courville, A. (2016). Deep learning. MIT Press.</li><li>▪ Grus, J. (2019). Data science from scratch: First principles with Python. O'Reilly.</li><li>▪ Jurafsky, D., &amp; Martin, J. H. (2022). Speech and language processing (3rd ed.). Prentice Hall.</li><li>▪ Russell, S. J., &amp; Norvig, P. (2022). Artificial Intelligence: A modern approach (4th ed., global ed.). Pearson.</li><li>▪ Sutton, R. S., &amp; Barto, A. G. (2018). Reinforcement learning: An introduction (2nd ed.). MIT Press. (Adaptive Computation and Machine Learning series).</li><li>▪ Szeliski, R. (2022). Computer vision: Algorithms and applications (2nd ed.). Springer. (Texts in Computer Science series).</li></ul>

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Project: AI Excellence with Creative Prompting Techniques

Module Code: DLBPKIEKPT1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Knut Linke (Project: AI Excellence with Creative Prompting Techniques)

### Contributing Courses to Module

- Project: AI Excellence with Creative Prompting Techniques (DLBPKIEKPT01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Oral Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

In this module, the students delve into the world of generative AI applications, creating AI-generated content like text, images, and videos, while learning to use, analyze, and evaluate these systems in their respective study fields.

**Learning Outcomes****Project: AI Excellence with Creative Prompting Techniques**

On successful completion, students will be able to

- comprehend and apply basic prompting techniques in generative AI applications.
- analyze and evaluate the effectiveness of the basic prompts.
- apply ethical considerations to the design and use of AI for basic prompting techniques.
- design, implement, and refine effective prompts to real-world scenarios through hands-on exercises.
- showcase creative and innovative thinking in the application of prompting techniques to solve complex problems in their field of studies.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Data Science & Artificial Intelligence

**Links to other Study Programs of the University**

All Bachelor Programs in the IT & Technology field

## Project: AI Excellence with Creative Prompting Techniques

Course Code: DLBPKIEKPT01\_E

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

### Course Description

In this course, students explore the fascinating world of prompting in generative AI applications. They engage in hands-on exercises to create new AI-generated content including text, images, and videos. Through these exercises, students learn how to effectively use, analyze, and evaluate these systems within their respective fields of study.

### Course Outcomes

On successful completion, students will be able to

- comprehend and apply basic prompting techniques in generative AI applications.
- analyze and evaluate the effectiveness of the basic prompts.
- apply ethical considerations to the design and use of AI for basic prompting techniques.
- design, implement, and refine effective prompts to real-world scenarios through hands-on exercises.
- showcase creative and innovative thinking in the application of prompting techniques to solve complex problems in their field of studies.

### Contents

- In this course, students work on a basic practical implementation of a generative AI use case by choosing from a selection provided in the complementary guideline. The course provides practical examples as learning materials and exercises with basic prompting techniques for open-source text, image, and video generation use cases. The exercises are designed to inspire and guide students in completing their own generative AI use case work, which includes a use case description, chosen prompting techniques, outcomes, and critical evaluations from both technical and ethical perspectives.

**Literature****Compulsory Reading****Further Reading**

- Dang, H., Mecke, L., Lehmann, F., Goller, S., & Buschek, D. (2022). How to prompt? Opportunities and challenges of zero- and few-shot learning for human-AI interaction in creative applications of generative models. arXiv. <https://arxiv.org/pdf/2209.01390.pdf>
- Eapen, T. T., Finkenstadt, D. J., Folk, J., & Venkataswamy, L. (2023). How generative AI can augment human creativity. *Harvard Business Review*, July–August, 56–64.
- Wei, J., Wang, X., Schuurmans, D., Bosma, M., Ichter, B., Xia, F., Chi, E. H., Le., Q. V., & Zhou, D. (2023). Chain-of-thought prompting elicit reasoning in large language models. arXiv. <https://arxiv.org/pdf/2201.11903.pdf>

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Oral Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



# Fundamentals of Product Management

Module Code: DLBPROGPM\_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. Adrienne Steffen (Fundamentals of Product Management)

## Contributing Courses to Module

- Fundamentals of Product Management (DLBPROGPM01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- Introduction to product management
- Market analysis
- Product strategy
- Idea generation and validation
- Product and market tests
- Market launch
- Product management after launch

**Learning Outcomes****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**

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

**Links to other Study Programs of the University**

All Bachelor Programs in the Marketing & Communication field

# 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**

- Cagan, M. (2017). *INSPIRED: How to create tech products customers love* (2nd ed.). Wiley.
- LeMay, M. (2022). *Product management in practice: A practical, tactical guide for your first day and every day after* (2nd ed.). O'Reilly.
- Perri, M. (2018). *Escaping the build trap: How effective product management creates real value*. O'Reilly.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Personal Career Plan

Module Code: DLBKAENT1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Heike Schiebeck (Personal Career Plan)

### Contributing Courses to Module

- Personal Career Plan (DLBKAENT01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Advanced Workbook

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Career Theories and Approaches
- Career Development
- Career Planning
- Personal Assessment
- Career Choice
- Develop a Career Strategy and Manage your Career
- Global Careers
- Search for Employment in Germany and Abroad

**Learning Outcomes****Personal Career Plan**

On successful completion, students will be able to

- understand, apply, and reflect presented career theory and models with regard to their personal situation to arrive at a concept or picture of a desired career.
- understand and critically reflect the concept of career and career planning.
- understand the relevance of a strategically oriented career planning.
- understand the importance of and conduct a personal assessment to identify one's personality, values, motivation, strengths, competencies, skills, and interests.
- understand the necessity of building and maintaining their own personal brand.
- understand differing job search processes across national/international contexts, and to create context-sensitive job applications accordingly.
- understand the principles of global careers and how to effectively act in international environments.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programs in the Human Resources field

## Personal Career Plan

Course Code: DLBKAENT01\_E

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

### Course Description

In today's complex and ever-changing environment, the forms of careers vary depending on the context, understanding of values, and market dynamics. The 'classic career ladder' that one is climbing being the only predominant form of career is long outdated, and individuals are being confronted with a great number of opportunities regarding industry or job choice and working arrangements. Considering the great variety of options especially for well-educated individuals, has become more important than ever to make informed decisions. This course is designed to support students maneuvering themselves through these complexities of their personal career plan, whereby self-awareness, self-reflection, and goal-setting are important elements of this process. Guided by central elements of career theory, career models, and research outcomes, students will be given tools and reflection exercises to arrive at a solid, directly applicable strategy to further steet their professional progress and career steps.

### Course Outcomes

On successful completion, students will be able to

- understand, apply, and reflect presented career theory and models with regard to their personal situation to arrive at a concept or picture of a desired career.
- understand and critically reflect the concept of career and career planning.
- understand the relevance of a strategically oriented career planning.
- understand the importance of and conduct a personal assessment to identify one's personality, values, motivation, strengths, competencies, skills, and interests.
- understand the necessity of building and maintaining their own personal brand.
- understand differing job search processes across national/international contexts, and to create context-sensitive job applications accordingly.
- understand the principles of global careers and how to effectively act in international environments.

### Contents

1. Career Theories and Approaches
  - 1.1 Traditional Career Theories and Models
  - 1.2 Protean Career Orientation
  - 1.3 Career Learning Cycle
2. Career Development



- 2.1 Career Motives
- 2.2 Career Roles
- 2.3 Career Performance
3. Career Planning
  - 3.1 Essentials of Career Planning
  - 3.2 The Career Planning Process
  - 3.3 Contingencies of Career Planning
4. Personal Assessment
  - 4.1 Personality
  - 4.2 Values and Motivation
  - 4.3 Competencies, Skills, Strengths, and Fields of Interest
5. Career Choice
  - 5.1 Possible Career Paths
  - 5.2 Forms of Careers
  - 5.3 Employability
  - 5.4 Career Identity
6. Develop a Career Strategy and Manage your Career
  - 6.1 Career Capital
  - 6.2 Career Goals
  - 6.3 Career Success
  - 6.4 Personal Reflection
  - 6.5 Personal Branding
7. Global Careers
  - 7.1 Forms of Global Careers
  - 7.2 Individual Characteristics of Global Leaders
  - 7.3 Role of Interculturality
  - 7.4 Diversity and Inclusion
8. Search for Employment in Germany and Abroad
  - 8.1 Job Search Databases
  - 8.2 Networks and Platforms
  - 8.3 Shaping Resume and Cover Letter
  - 8.4 Written and Video Application
  - 8.5 Selection Procedures

**Literature****Compulsory Reading****Further Reading**

- Baruch, Y. (2022). *Managing Careers and Employability*. SAGE.
- Greenhaus, J.H., Callanan, G.A., & Godshalk, V.M. (2018). *Career Management for Life* (5th edition). College of Business & Public Management Faculty Books.
- Hoekstra, H. (2011). A career roles model of career development. *Journal of Vocational Behavior*, 78(2), 159-173.
- Ibarra, H. (2004). *Working Identity: Unconventional Strategies for Reinventing Your Career*. Harvard Business School Press.
- Kingsley, T. (2022). *Personal Branding*. Independently published.
- Ng, T.W.H., Eby, L.T., Sorensen, K.L., & Feldman, D.C. (2005). Predictors of objective and subjective career success: A meta-analysis. *Personnel psychology*, 58(2), 367-408.
- Ng, T.W.H., & Feldman, D.C. (2014). Subjective career success: A meta-analytic review. *Journal of Vocational Behavior*, 85(2), 169-179.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Advanced Workbook

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Personal Elevator Pitch

Module Code: DLBKAENT2\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> DLBKAENT01_E	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimaldauer: 1 Semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Heike Schiebeck (Personal Elevator Pitch)

### Contributing Courses to Module

- Personal Elevator Pitch (DLBKAENT02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Concept Presentation

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Through the application of self-reflection, self-awareness based on relevant career success parameters students should develop career goals, career stages, and their career strategy. Taking into account their current professional and/or study situation, the central elements of a short-, and medium-term career planning are worked out by the students for their individual case. At the end of the course, students will be able to present their personal elevator pitch and communicate it in a proper way that is appropriate for the target group or audience. In this way, they will reflect on their current professional situation. The personal elevator pitch, being at hear of personal branding, supports the conveyance of this vision during personal networking activities.

**Learning Outcomes****Personal Elevator Pitch**

On successful completion, students will be able to

- identify their career goals, career stages, and the personal status quo with regard to their achievement.
- reflect their current situation and define where they want to aim.
- develop a career strategy by creating personal career goals and a coherent action plan.
- understand and apply the process of building a personal brand.
- define their identity, skills, profession, reasons to believe and necessary investments.
- identify their personal strengths and their core driver.
- understand the power of effective communication, networking, and storytelling.
- understand the principles and apply the process of designing a strong personal elevator pitch.
- critically reflect and adapt their personal elevator pitch to the specificities of the context, audience, target group, and way of delivery.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programs in the Human Resources field

## Personal Elevator Pitch

Course Code: DLBKAENT02\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	DLBKAENT01_E

### Course Description

The forms of careers vary depending on the context or personal preferences in today's ever-changing, demanding, and complex environment. Changes in the environment, as for example technology, sustainability, and the rise of artificial intelligence, push individuals to take career transitions into their own hands. Personal endeavors to develop one's career through the acquisition of, for instance, new projects, jobs, or employers, require the right strategies to be successful. Contacts through targeted networking and the development of one's own brand play a special role here. Evenly so for individuals starting their careers after having accomplished their education, effective networking is key to career entry and development in these turbulent times. In addition, personal branding is a concept that not only has gained relevance in research but is also widely used in career counseling. Developing and conveying a personal brand is central to this course. Using the personal branding approach during networking activities, individuals can actively contribute to their career success.

### Course Outcomes

On successful completion, students will be able to

- identify their career goals, career stages, and the personal status quo with regard to their achievement.
- reflect their current situation and define where they want to aim.
- develop a career strategy by creating personal career goals and a coherent action plan.
- understand and apply the process of building a personal brand.
- define their identity, skills, profession, reasons to believe and necessary investments.
- identify their personal strengths and their core driver.
- understand the power of effective communication, networking, and storytelling.
- understand the principles and apply the process of designing a strong personal elevator pitch.
- critically reflect and adapt their personal elevator pitch to the specificities of the context, audience, target group, and way of delivery.

### Contents

- The core element of this course is a personal elevator pitch with the use of a personal branding canvas. The creation of a personal brand is not only relevant for self-employed freelancers or entrepreneurs but is as well helpful for individuals who strive for their own further development on the career ladder within their organization or for those who

are seeking employment. Having understood the characteristics of and reasoning behind personal branding and the underlying process, students will be able to apply this process to their own person and situation.

- Self-awareness being the main 'ingredient' for an effective personal brand, students will be encouraged to go on an intensive self-reflection journey to deepen their understanding of their identity, skills, profession, and reasons to believe for a personal brand, and subsequently, for a personal elevator pitch.
- Being at the heart of and the essence of personal branding, the elevator pitch enables individuals to impactfully present themselves in a nutshell to important individuals and potential employers. Having understood the principles and key success factors characterizing an elevator pitch, students will be able to develop their own one. They will learn to consider aspects like timing, benefit, clear positioning, target audience through an oral form of delivery. In addition, the role of communication, networking and storytelling principles will be highlighted.
- Knowledge of the core elements and success factors of the personal elevator pitch within the framework of the individual career development.

## Literature

### Compulsory Reading

### Further Reading

- Dowling, D. (2009). How to Perfect an Elevator Pitch About Yourself. Harvard Business Review. <https://hbr.org/2009/05/how-to-perfect-an-elevator-pit>.
- Gorbatov, S., Khapova, S.N., & Lysova, E.I. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in psychology*, 2238.
- Gorbatov, S., Khapova, S.N., & Lysova, E.I. (2019). Get noticed to get ahead: The impact of personal branding on career success. *Frontiers in psychology*, 2662.
- Jourdan Jr., Louis F., Deis, M., & Lysova, E.I. (2010). Getting Your Elevator Pitch To The Plate. *Business Journal for Entrepreneurs*, 2010(1), 43-47.
- Woodside, A.G. (2010). Brand consumer storytelling theory and research: Introduction to a Psychology & Marketing special issue. *Psychology & Marketing*, 27(6), 531-540.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Concept Presentation

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline



## Studium Generale I

Module Code: DLBSG1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Studium Generale I)

### Contributing Courses to Module

- Studium Generale I (DLBSG01\_E)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
See Selected Course

Study Format: Distance Learning  
See Selected Course

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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.

<p><b>Learning Outcomes</b></p> <p><b>Studium Generale I</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ apply acquired key competencies to issues in their field of study and/or in their professional environment.</li> <li>▪ to deepen one's own skills and abilities in a self-directed manner.</li> <li>▪ to look beyond the boundaries of their own area of expertise.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>It is a stand-alone offering with possible references to various required and elective modules</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All IU Distance Learning Bachelor Programs</p>

## 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 myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> See Selected Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	See Selected Course

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 0 h

<b>Instructional Methods</b>
see selected course

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> See Selected Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	See Selected Course

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 0 h

<b>Instructional Methods</b>
See Selected Course

## Studium Generale II

Module Code: DLBSG2\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Studium Generale II)

### Contributing Courses to Module

- Studium Generale II (DLBSG02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning

See Selected Course

Study Format: myStudies

See Selected Course

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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 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**

It is a stand-alone offering with possible references to various required and elective modules

**Links to other Study Programs of the University**

All IU Distance Learning Bachelor Programs

## Studium Generale II

Course Code: DLBSG02\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	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**

<b>Study Format</b> Distance Learning	<b>Course Type</b> See Selected Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	See Selected Course

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 0 h

<b>Instructional Methods</b>
See Selected Course

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> See Selected Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	See Selected Course

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 0 h

<b>Instructional Methods</b>

## Project: Agile Transformation in Organizations

Module Code: DLBWPWGOECM1\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

N.N. (Project: Agile Transformation in Organizations)

### Contributing Courses to Module

- Project: Agile Transformation in Organizations (DLBWPWGOECM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

At the beginning, the focus is on independent literature research and practical examples of digital transformation. Using a real or fictitious practical examples, the focus will be on one field of agile transformation and the process with its possible effects will be presented step by step. Finally, the challenges will be discussed.

**Learning Outcomes**

**Project: Agile Transformation in Organizations**

On successful completion, students will be able to

- define agile transformation.
- know fields and examples of agile transformation.
- apply the transformation process to a case study.
- discuss the challenges and limitations of agile transformation.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Bachelor Programs in the field of Social Sciences

## Project: Agile Transformation in Organizations

Course Code: DLBWPWGOECM01\_E

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

### Course Description

As a result of digitalization and the associated new technical possibilities, the work environment is undergoing increasingly rapid change. In corporate practice, the ability to adapt to new circumstances and react quickly to new internal and external changes is referred to as agility, while the transition from conventional structures to agile ones is referred to as agile transformation. In organizations, these affect diverse fields such as communication, leadership style, or even corporate culture. In this course, students deal with one of these fields, concretely describe the process of agile transformation based on a practical example and discuss the associated challenges.

### Course Outcomes

On successful completion, students will be able to

- define agile transformation.
- know fields and examples of agile transformation.
- apply the transformation process to a case study.
- discuss the challenges and limitations of agile transformation.

### Contents

- At the beginning, the focus is on independent literature research and practical examples of digital transformation. Using a real or fictitious practical example, the focus will be on one field of agile transformation and the process with its possible effects will be presented step by step. Finally, the challenges will be discussed.

### Literature

#### Compulsory Reading

#### Further Reading

- Hayward, S. (2021). The agile leader, 2nd ed., London, Kogan Page.
- Malik, M., Sarwar, S. & Orr, S. (2021). Agile practices and performance: Examining the role of psychological empowerment, International Journal of Project Management, 39 (1), 10-20.
- Miloš J., Mas, A., Mesquida, A. & Lalić, B. (2017). Transition of organizational roles in agile transformation process: A grounded theory approach, Journal of Systems and Software, 133, 174-194.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Guideline

## Bachelor Thesis

Module Code: DLBBT

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### 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": Bachelor Thesis
- Study Format "Distance Learning": Bachelor Thesis

##### Colloquium

- Study Format "myStudies": Colloquium
- Study Format "Distance Learning": Colloquium

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Bachelor Thesis</b></p> <ul style="list-style-type: none"> <li>▪ Bachelor's thesis</li> <li>▪ Colloquium on the bachelor's thesis</li> </ul> <p><b>Colloquium</b></p>	
<p><b>Learning Outcomes</b></p> <p><b>Bachelor Thesis</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.</li> <li>▪ independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.</li> <li>▪ record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.</li> <li>▪ prepare a detailed written elaboration in compliance with scientific methods.</li> </ul> <p><b>Colloquium</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ present a problem from their field of study using academic presentation and communication techniques.</li> <li>▪ reflect on the scientific and methodological approach chosen in their bachelor's thesis.</li> <li>▪ demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>All modules in the Bachelor program</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Bachelor programs in distance learning</p>



## 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**

- 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.
- Turabian, K. L. (2013). A Manual for Writers of Research Papers, theses, and dissertations (8th ed.). University of Chicago Press.
- Selection of literature according to topic

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Bachelor Thesis

<b>Student Workload</b>					
<b>Self Study</b> 270 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 270 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Review Book

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Bachelor Thesis

<b>Student Workload</b>					
<b>Self Study</b> 270 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 270 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Review Book

## 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**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Colloquium

<b>Student Workload</b>					
<b>Self Study</b> 30 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 30 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Colloquium

<b>Student Workload</b>					
<b>Self Study</b> 30 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 30 h

<b>Instructional Methods</b>	
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Slides

## Internship: Business & Management

Module Code: DLBBWPWM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 30	<b>Student Workload</b> 900 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

(Internship: Business & Management)

### Contributing Courses to Module

- Internship: Business & Management (DLBBWPWM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Internship Reflection Paper (passed / not passed)

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Within the framework of this internship, students document and reflect on their everyday practical experiences. This is based on knowledge they have acquired. Students now apply this theoretical knowledge in various fields of practice and reflect upon it.



**Learning Outcomes****Internship: Business & Management**

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

## Internship: Business & Management

Course Code: DLBBWPWM01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		30	none

### Course Description

Within the scope of this course, students document and reflect on their everyday practical experience, relating it to the subject-specific and related scientific knowledge bases they have previously learned and developed, as well as previously acquired skills and competencies for action. The students apply their theoretical knowledge in various practical fields and reflect upon it. The connection between theory and practice, the application of knowledge in the practical field, and the reflection of these experiences in relation to theory and personal development are the primary focus.

### Course Outcomes

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

### Contents

- As part of the internship, students document and reflect on their everyday professional experiences in the field of economics. The individual problems and questions that arise are reflected upon from the perspective of professional practice. This module provides students with the opportunity to apply the content they have learned in previous modules through practical reflection and to directly implement practical knowledge where it has been acquired. Various concepts and methods are concretely tested in practice and reflected upon in their specific applications. The basis for this is the documentation, evaluation, and presentation of approaches and methods in the chosen context of action.

### Literature

#### Compulsory Reading

#### Further Reading

- Within the subject relation, the literature of each module in the program is relevant.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Practical Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> no
<b>Type of Exam</b>	Internship Reflection Paper (passed / not passed)

<b>Student Workload</b>					
<b>Self Study</b> 0 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 0 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 900 h	<b>Hours Total</b> 900 h

<b>Instructional Methods</b>
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions

## 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

Study Format: myStudies  
Oral Assignment

Study Format: Distance Learning  
Oral Assignment

#### Split Exam

### 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**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

## 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 networking in a collaborative world. AMACOM.
- Kaats, E., & Opheij, W. (2014). Creating conditions for promising collaboration: Alliances, networks, chains, strategic partnerships. Springer.
- Martin, S. J., Goldstein, N. J., & Cialdini, R. B. (2014). The small BIG: Small changes that spark BIG influence. Profile Books.
- Oettingen, G. (2014). Rethinking positive thinking: Inside the new science of motivation. Current.



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

## Global Corporations and Globalization

Module Code: DLBINTGUG\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Sebastian Stütz (Global Corporations and Globalization)

### Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

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

**Learning Outcomes**

**Global Corporations and Globalization**

On successful completion, students will be able to

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

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programmes in the Business & Management fields

# Global Corporations and Globalization

Course Code: DLBLOGC101\_E

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

## Course Description

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

## Course Outcomes

On successful completion, students will be able to

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

## Contents

1. History and Development of Globalisation
  - 1.1 Globalization v1.0 according to Niall Ferguson
  - 1.2 History of Globalisation
  - 1.3 Influencing Factors of Economic and Cultural Globalization
  - 1.4 The Tension between Globalization and Localization
  - 1.5 Social Aspects of Globalisation and Corporate Responsibility
2. International Marketing
  - 2.1 International Consumer Behaviour
  - 2.2 Market Research

- 2.3 Standardization and Adaptation
- 2.4 International Branding
- 2.5 Pricing Strategies
- 2.6 International Marketing Communications
- 3. International Operation
  - 3.1 Offshoring and Outsourcing
  - 3.2 Global Production Networks
  - 3.3 Global Logistics
- 4. International Personnel Management
  - 4.1 Local and International Personnel Management
  - 4.2 Expatriate Management
  - 4.3 Localization of Personnel
  - 4.4 International Human Resources Development
- 5. International Financing
  - 5.1 Institutions in the International World of Finance
  - 5.2 International Financing and its Procedures
- 6. International Procurement
  - 6.1 Reasons and Strategies of Global Sourcing
  - 6.2 Risks of International Procurement
  - 6.3 International Distribution Policy

### Literature

#### Compulsory Reading

#### Further Reading

- Barmeyer, C., Bausch, M., Mayrhofer, U. (2021). Constructive Intercultural Management, Edward Elgar Publishing.
- Cateora, P.R., Money, R.B., Gilly, M. C., Graham, J.L. (2020). International Marketing (18th ed.). McGrawHill.
- Lasserre, P., Monteiro, F. (2018). Global strategic management (5th ed.). Bloomsbury Academic.
- Madura, J., Fox, R. (2020). International Financial Management (5th ed.). Cengage.
- Torrington, D., Hall, L., Taylor, S., Atkinson, C. (2020). Human resource management. Pearson.
- 2018 Lasserre, P., Monteiro, F. Global strategic management. Bloomsbury Academic.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests



## Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Zeljko Sevic (Intercultural and Ethical Decision-Making)

### Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Case Study  
Study Format: Distance Learning  
Written Assessment: Case Study

#### Split Exam

### 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**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business field

# 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 Hofstede's 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

- Al-Ali, E. & Masmoudi, M. (2023). Leadership and Workplace Culture in the Digital Era. Business Science Reference.
- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive Intercultural Management. Edward Elgar Publishing.
- Yeon Rossouw, & Leon van Vuuren. (2017). Business Ethics 6e: Vol. 6th edition. Oxford University Press Southern Africa.
- Nelly Berrones-Flemmig, Françoise Contreras, & Utz Dornberger. (2022). Business in the 21st Century : A Sustainable Approach: Vol. First edition. Emerald Publishing Limited.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Online Tests

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b> 110 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 20 h	<b>Self Test</b> 20 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<input checked="" type="checkbox"/> Online Tests

# International Contract Management

Module Code: DLBINTIWR\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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## Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

## Contributing Courses to Module

- International Contract Management (DLBINTIWR01\_E)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

### Split Exam

## 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

<p><b>Learning Outcomes</b></p> <p><b>International Contract Management</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ identify and explain the four phases of contract management.</li> <li>▪ describe essential elements of an international treaty.</li> <li>▪ explain which contractual clauses are fundamental to the business model.</li> <li>▪ understand which and how contractual risks can be quantified.</li> <li>▪ distinguish how to negotiate different contractual clauses.</li> <li>▪ show how revenue can be increased in the offer phase and processing phase.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Law</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Bachelor Programs in the Business &amp; Management fields</p>



# 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 increase profit margins*. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
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## Conflict Management and Mediation

Module Code: DLBWPKUM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Hendrik Fenz (Conflict Management and Mediation)

### Contributing Courses to Module

- Conflict Management and Mediation (DLBWPKUM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Forms of cooperation
- Basic concepts of conflict research
- Conflict Management
- Basics of communication psychology
- Conducting discussions and moderation
- Mediation

**Learning Outcomes****Conflict Management and Mediation**

On successful completion, students will be able to

- explain the central characteristics of conflicts and reflect, analyze and assess their progression.
- analyze conflicts according to the degree of their escalation.
- explain how conflicts arise and how to avoid them.
- understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.
- use special conversation and question techniques.
- identify hidden messages in communication and develop suggestions for optimization.
- develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.
- assess and apply mediation as a method of conflict resolution.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Psychology

**Links to other Study Programs of the University**

All Bachelor Programs in the Social Sciences field

## Conflict Management and Mediation

Course Code: DLBWPKUM01\_E

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

### Course Description

In the business world, different perspectives of negotiating partners or parties often clash. This often leads to conflicts because the parties involved pursue different goals and evaluate situations differently. Especially against the background of transformation and restructuring processes in companies, conflicts are often pre-programmed due to different interests. To ensure that the different perspectives of the parties involved do not conclude in escalation, knowledge of the nature and structure of conflicts, techniques for dealing with them and basic knowledge of the possibilities of successful communication at a verbal and non-verbal level are essential. This course will equip students with the necessary understanding and present necessary tools to recognize conflicts, to solve them and to lead negotiations. In this context, mediation is highlighted as an increasingly popular method of conflict resolution.

### Course Outcomes

On successful completion, students will be able to

- explain the central characteristics of conflicts and reflect, analyze and assess their progression.
- analyze conflicts according to the degree of their escalation.
- explain how conflicts arise and how to avoid them.
- understand conflicts and negotiations as a process and plan and implement the necessary measures to solve them.
- use special conversation and question techniques.
- identify hidden messages in communication and develop suggestions for optimization.
- develop goals and strategies for conflict and negotiation management in order to contribute to successful conflict management and negotiation with a clear procedure.
- assess and apply mediation as a method of conflict resolution.

### Contents

1. From Cooperation to Confrontation
  - 1.1 Cooperation and Competition
  - 1.2 Forms of Cooperation
  - 1.3 Game Theoretical Approaches
  - 1.4 The Way into the Conflict



2. Basic Concepts of Conflict Research
  - 2.1 What is a Conflict?
  - 2.2 Types of Conflict
  - 2.3 Mobbing - a Special Type of Conflict
  - 2.4 The Stages of Conflict Escalation
  - 2.5 Conflict Resistance of Organizations
3. Conflict Management in the World of Work
  - 3.1 Conflict Costs
  - 3.2 Conflict Management in Business
  - 3.3 Elements of Conflict Management
4. Basics of Communication Psychology
  - 4.1 What is "Communication"?
  - 4.2 Axioms of Communication
  - 4.3 The Importance of Non-Verbal Communication
  - 4.4 The Message Square Model: The Four Sides of a Message
  - 4.5 Transactional Analysis as Analysis of Interpersonal Communication
  - 4.6 Non-Violent Communication
5. Conducting Discussions and Moderation
  - 5.1 Conversation and Question Techniques in Conflict Situations
  - 5.2 The Discussion Moderation
6. Mediation as an Instrument of Conflict Resolution
  - 6.1 Principles of Mediation
  - 6.2 Areas of Application of Mediation
  - 6.3 Principles and Rules of Mediation
  - 6.4 The Mediation Process - Phases and Procedures

**Literature**

**Compulsory Reading**

**Further Reading**

- Coltri, L. (2020). Alternative dispute resolution (2nd ed.). McGraw Hill.
- Fisher, R., Ury, W., & Patton, B. (2011). Getting to yes: Negotiating agreement without giving in (3rd ed.). Penguin Books.
- Rosenberg, M. B. (2015). Nonviolent communication - A language of life: Life-changing tools for healthy relationships (3rd ed.). PuddleDancer Press.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>		
<b>Tutorial Support</b>	<b>Learning Material</b>	<b>Exam Preparation</b>
<input checked="" type="checkbox"/> Course Feed	<input checked="" type="checkbox"/> Course Book	<input checked="" type="checkbox"/> Practice Exam
<input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint	<input checked="" type="checkbox"/> Video	<input checked="" type="checkbox"/> Online Tests
<input checked="" type="checkbox"/> Recorded Live Sessions	<input checked="" type="checkbox"/> Audio	
	<input checked="" type="checkbox"/> Slides	

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

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<b>Tutorial Support</b> <input checked="" type="checkbox"/> Course Feed <input checked="" type="checkbox"/> Intensive Live Sessions/Learning Sprint <input checked="" type="checkbox"/> Recorded Live Sessions	<b>Learning Material</b> <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Slides	<b>Exam Preparation</b> <input checked="" type="checkbox"/> Practice Exam <input checked="" type="checkbox"/> Online Tests

## Change Management

Module Code: DLBDBCM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> BA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Uma Santhosh Tumpala (Change Management)

### Contributing Courses to Module

- Change Management (DLBDBCM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- 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**

**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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Bachelor Programs in the Business & Management fields

# Change Management

Course Code: DLBDBC01\_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, merging markets, changed customer behavior. To utilize future potentials, companies need to implement changes effectively and quickly. To do this, it is essential to know the meaning, structure, roles of the people involved, possible bottle neck situations and communication within the framework of change management. A great number of change programs regularly fail in the operational implementation. Therefore, knowledge of the systematic approach to the change process is necessary to successfully manage change in and of the company. People and processes play a central 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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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

<b>Literature</b>
<b>Compulsory Reading</b>
<b>Further Reading</b>
<ul style="list-style-type: none"> <li>▪ Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.</li> <li>▪ Hayes, J. (2018). The theory and practice of change management [electronic resource] (Fifth edition). Palgrave Macmillan.</li> </ul>



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Theory Course
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
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**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Theory Course
----------------------------------	-------------------------------------

<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>Online Tests:</b> yes
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b> 90 h	<b>Contact Hours</b> 0 h	<b>Tutorial/Tutorial Support</b> 30 h	<b>Self Test</b> 30 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

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