MODULE HANDBOOK

Bachelor of Arts

Bachelor of Business Administration (FS-BABA)

180 CP

Distance Learning and myStudies

As of June 26th, 2026

INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Classification: Undergraduate

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1. Semester

Academic Integrity and Writing for Business

Module Code: DLBBAAIWB_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. Clare Hindley (Academic Integrity and Writing for Business)
Information about the Module Coordinator without guarantee

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**

Module Contents

Academic Integrity and Writing for Business

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

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

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

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)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Business 101 (DLBBAB01_E)

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

Module Contents

Business 101

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

Learning Outcomes

Business 101

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Business Administration & Management	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 Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessnment: Written Assignment, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Managerial Economics

Module Code: DLBBWME_E

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

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

Module Coordinator
Prof. Dr. Annette Strauß (Managerial Economics)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Managerial Economics (DLBBWME01_E)

Module Exam Type	
Module Exam Study Format: Duales myStudium Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	**Split Exam**

Module Contents

Managerial Economics

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

Learning Outcomes

Managerial Economics

On successful completion, students will be able to

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

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

Managerial Economics

Course Code: DLBBWME01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

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

7. Advanced Microeconomics
   - 7.1 Information Economics
   - 7.2 Behavioural Economics

Literature

Compulsory Reading

Further Reading

- Acemoglu, D., Laibson, D., & List, J. A. (2018). Microeconomics (Global edition, 2nd ed.). Pearson.
- Case, K. E., Fair, R. C., & Osten, S. M. (2019). Principles of economics (Global edition, 13th ed.). Harlow.
- Keat, P. G., & Young, P. K. Y. (2013). Managerial economics (Global Edition, 7th ed.). Pearson Education Limited.
- Leyton-Brown, K., & Shoham, Y. (2008). Essentials of game theory: A concise multidisciplinary introduction. Morgan & Claypool.
- Parkin, M. (2019). Economics (13th ed.). Harlow.

- Pindyck, R. S., & Rubinfeld, D. L. (2017). Microeconomics (9th ed.). Pearson.

Study Format Duales myStudium

Study Format	**Course Type**
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Introduction to Academic Work

Module Code: DLBCSIAW

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

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

Module Coordinator
Prof. Dr. Brigitte Huber (Introduction to Academic Work)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to Academic Work (DLBCSIAW01)

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

Module Contents

Introduction to Academic Work

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

Learning Outcomes

Introduction to Academic Work

On successful completion, students will be able to

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

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

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Global Corporations and Globalization

Module Code: DLBINTGUG_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 Stütz (Global Corporations and Globalization)
Information about the Module Coordinator without guarantee

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**

Module Contents

Global Corporations and Globalization

- 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	Links to other Study Programs of the University
This module is similar to other modules in the field of Business Administration & Management	All Bachelor Programmes in the Business field

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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

2. Semester

Business Mathematics

Module Code: BWMA_E

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

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

Module Coordinator
Prof. Dr. Andreas Herrmann (Business Mathematics)
Information about the Module Coordinator without guarantee

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**

Module Contents

Business Mathematics

- 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	Links to other Study Programs of the University
This module is similar to other modules in the field of Methods	All Bachelor Programmes in the Business field

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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video

Exam Preparation
- ☑ Practice Exam
- ☑ Review Book
- ☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions		☑ Online Tests

Organizational Behavior

Module Code: DLBBWOB_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. Katharina Rehfeld (Organizational Behavior)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Organizational Behavior (DLBBWOB01_E)

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

Module Contents

Organizational Behavior

- 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	Links to other Study Programs of the University
This module is similar to other modules in the field of Human Resources	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 Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Learning Material
☑ Course Book
☑ Video

Exam Preparation
☑ Online Tests
☑ 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. Zeljko Sevic (Management Accounting)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Management Accounting (DLBMAE01)

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

Module Contents

Management Accounting

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

Learning Outcomes

Management Accounting

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Finance & Tax Accounting	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 Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Written Assignment, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Supply Chain Management I

Module Code: DLBDSESCM1

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
Carsten Hirschberg (Supply Chain Management I)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Supply Chain Management I (DLBDSESCM01)

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

Module Contents

Supply Chain Management I

- Historical and terminological aspects of the SCM concept
- Motives for the creation of cross-company value creation networks
- Design principles and effects of value creation networks
- Logistical core processes and SCM
- Information technology aspects of the SCM concept
- Coordination and collaboration of the network partners
- Industry-specific solutions of the SCM

Learning Outcomes

Supply Chain Management I

On successful completion, students will be able to

- explain the importance of cross-company value creation processes.
- understand common concepts for modeling cross-company value creation processes.
- understand dynamic effects in supply chains and can systematize their causes and effects.
- explain important theoretical concepts for describing the characteristics and challenges of cross-company value creation processes.
- explain the approaches and problem categories commonly used in the context of supply chain management.
- understand important reference and/or management models for the concretization of supply chain systems.
- name and detail important roles and tasks in the SCM network.
- deal with the coordination problem of SCM and describe the common solution approaches.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Transportation & Logistics	All Bachelor Programs in the Transport & Logistics field

Supply Chain Management I

Course Code: DLBDSESCM01

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

Course Description

SCM proves to be an extremely multi-faceted construct from both a theoretical and a practical point of view. An adequate understanding of the problem dimensions and modes of action of (global) cross-company value creation networks requires a multidimensional approach. It starts by considering logistical processes, with modern process, flow, and network standards forming an important basis for SCM. On the basis of such an approach, students should gain a fundamental understanding of SCM. From the point of view of a holistic approach, it also makes sense to also examine a number of other typical problem areas in addition to the logistical challenges of this concept. This includes IT aspects of SCM (e.g., APS systems), and questions to do with the collaboration and coordination of network partners. This course also considers selected industry specific SCM solutions (ECR or VMI).

Course Outcomes

On successful completion, students will be able to

- explain the importance of cross-company value creation processes.
- understand common concepts for modeling cross-company value creation processes.
- understand dynamic effects in supply chains and can systematize their causes and effects.
- explain important theoretical concepts for describing the characteristics and challenges of cross-company value creation processes.
- explain the approaches and problem categories commonly used in the context of supply chain management.
- understand important reference and/or management models for the concretization of supply chain systems.
- name and detail important roles and tasks in the SCM network.
- deal with the coordination problem of SCM and describe the common solution approaches.

Contents

1. Fundamentals of the Supply Chain Concept
   - 1.1 Terminological and Conceptual Fundamentals
   - 1.2 Supply Chain Typology According to Otto
   - 1.3 Supply Chain Typology According to Bechtel/Jayaram
   - 1.4 Dynamic Aspects of Supply Chains

2. Selected Theoretical Concepts for the Supply Chain Concept
   - 2.1 New Institutional Economics
   - 2.2 Game Theory
   - 2.3 Network Approach
   - 2.4 Other Theoretical Additions

3. Supply Chain Management
   - 3.1 Basic Information on the Goals and Scope of SCM
   - 3.2 Popular Problem Areas of the SCM
   - 3.3 Supply Chain Management as an Evolutionary Step in Logistics
   - 3.4 Supply Chain Management as Cooperation Management

4. SCM Model
   - 4.1 Basic Information on the Term SCM Models
   - 4.2 SCOR Model
   - 4.3 SCM Task Model

5. SCM as a Coordination Problem
   - 5.1 Basic Information on the Concept of Coordination
   - 5.2 Coordination Concepts, Context, and Perspectives of SCM
   - 5.3 Coordination Instruments

Literature

Compulsory Reading

Further Reading

- Bowersox, J., Closs, D., & Cooper, M. B. (2020). Supply chain logistics management (5th ed.). McGraw Hill Education.
- Chopra, S., & Meindl, P. (2019). Supply chain management: Strategy, planning, and operation (7th ed., Global ed.). Pearson Education.
- Es-Satty, Asmaa; Lemghari, Radouane; Okar, Chafik. (2020). Supply Chain Digitalization Overview SCOR model implication. In: 2020 IEEE 13th International Colloquium of Logistics and Supply Chain Management (LOGISTIQUA) Logistics and Supply Chain Management (LOGISTIQUA), 2020 IEEE 13th International Colloquium of. :1-7 Dec, 2020; IEEE Language: English, Datenbank: IEEE Xplore Digital Library.
- Tarigan, Z. J. H., Siagian, H., & Jie, F. (2021). Impact of enhanced enterprise resource planning (ERP) on firm performance through green supply chain management. Sustainability, 13(8), article 4358.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Learning Material
☑ Course Book
☑ Video

Exam Preparation
☑ Practice Exam
☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

International Marketing

Module Code: DLBDSEIMB1

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

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

Module Coordinator
Prof. Dr. Josephine Zhou-Brock (International Marketing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ International Marketing (DLBDSEIMB01)

Module Exam Type	
Module Exam Study Format: Duales myStudium Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	**Split Exam**

Module Contents

International Marketing

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

Learning Outcomes

International Marketing

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Marketing & Sales	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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Statistics

Module Code: BSTA-01_E

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

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

Module Coordinator
Prof. Dr. Heike Bornewasser-Hermes (Statistics)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Statistics (BSTA01-01_E)

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

Module Contents

Statistics

- Evaluation Methods of One-Dimensional Data
- Evaluation Methods of Two-Dimensional Data
- Fundamentals of Probability Theory
- Special Probability Distributions
- Samples
- Statistical Estimation Procedures
- Hypothesis Testing
- Linear Regression

Learning Outcomes

Statistics

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

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

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 Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video

Exam Preparation
- ☑ Practice Exam
- ☑ Review Book
- ☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions		☑ Online Tests

Corporate Finance and Investment

Module Code: DLBCFIE

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

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

Module Coordinator
Prof. Dr. Muhammad Ashfaq (Corporate Finance and Investment)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Corporate Finance and Investment (DLBCFIE01)

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

Module Contents

Corporate Finance and Investment

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

Learning Outcomes

Corporate Finance and Investment

On successful completion, students will be able to

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

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

Corporate Finance and Investment

Course Code: DLBCFIE01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

- apply investment decision methodologies to evaluate and select favorable corporate investment projects.

Contents

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

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

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

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

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

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

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

7.3 Investment Rules and Decision-Making Methods

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
	☑ Audio	

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
	☑ Audio	

3. Semester

Principles of Management

Module Code: DLBBAPM_E

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

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

Module Coordinator
Prof. Dr. Andreas Herrmann (Principles of Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Principles of Management (DLBBAPM01_E)

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

Module Contents

Principles of Management

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

Learning Outcomes

Principles of Management

On successful completion, students will be able to

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

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

Principles of Management

Course Code: DLBBAPM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Entrepreneurship and Innovation

Module Code: DLBBAEI-01_E

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

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

Module Coordinator
Diana Murtgah-Böhm (Entrepreneurship and Innovation)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Entrepreneurship and Innovation (DLBBAEI01-01_E)

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

Module Contents

Entrepreneurship and Innovation

- Entrepreneurship
- The Entrepreneur
- The Entrepreneurial Process
- Innovation
- Planning, Business Models and Strategy

Learning Outcomes

Entrepreneurship and Innovation

On successful completion, students will be able to

- understand the core principles of entrepreneurship.
- define the main characteristics of entrepreneurs as well as their motivations and their behavior.
- describe the entrepreneurial process with its different stages.
- recognize problems and negative side effects of entrepreneurship.
- define innovation and explain the innovation lifecycle.
- understand a business plan and what defines a business model.

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

Entrepreneurship and Innovation

Course Code: DLBBAEI01-01_E

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

Course Description

Entrepreneurship and innovation are the basis and one of the driving forces of every economy. Entrepreneurship and innovation are of great importance in every phase of the economic development cycle. They are important drivers for competition, competitiveness and survival in globalized markets. In this module, students are familiarized with the ideas, motives and concepts of entrepreneurship. They also get an overview of the identification, evaluation and further development of innovations.

Course Outcomes

On successful completion, students will be able to

- understand the core principles of entrepreneurship.
- define the main characteristics of entrepreneurs as well as their motivations and their behavior.
- describe the entrepreneurial process with its different stages.
- recognize problems and negative side effects of entrepreneurship.
- define innovation and explain the innovation lifecycle.
- understand a business plan and what defines a business model.

Contents

1. Entrepreneurship
   - 1.1 Defining Entrepreneurship
   - 1.2 Benefits of Entrepreneurial Activity
   - 1.3 Types of Entrepreneurs
   - 1.4 Global Trends in Entrepreneurship
2. The Entrepreneur
   - 2.1 Defining Entrepreneur
   - 2.2 Characteristics of Entrepreneurs
   - 2.3 Entrepreneurial Motivation and Behavior
3. The Entrepreneurial Process
   - 3.1 Stages of the Entrepreneurial Process

3.2 Venture Creation
3.3 Creativity Management and Time Pressure

4. Innovation
4.1 Defining Innovation
4.2 Innovation Lifecycle
4.3 Sources of Innovation
4.4 Encouraging Entrepreneurship and Innovation

5. Planning, Business Models and Strategy
5.1 Business Plan
5.2 Designing a Business Model
5.3 Developing a Business Strategy

Literature

Compulsory Reading

Further Reading

- Bessant, J., & Tidd, J. (2015). Innovation and entrepreneurship. Wiley.
- Parker, S. C. (2018). The economics of entrepreneurship (2nd ed.). Cambridge University Press.
- Scarborough, N., & Cornwall, J. (2018). Essentials of entrepreneurship and small business management (Global ed.). Pearson Education.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

International HR Management

Module Code: DLBINTIHR_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. Katharina Rehfeld (International HR Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ International HR Management (DLBINTIHR01_E)

Module Exam Type	
Module Exam Study Format: Duales myStudium Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study Study Format: myStudies Written Assessment: Case Study	**Split Exam**

Module Contents

International HR Management

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

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	Links to other Study Programs of the University
This module is similar to other modules in the field of Human Resources	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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Learning Material
☑ Course Book
☑ Video

Exam Preparation
☑ Online Tests
☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Service Operations Management

Module Code: DLBSM

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. Christopher Williams (Service Operations Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Service Operations Management (DLBSM01)

Module Exam Type	
Module Exam Study Format: *Study Format* Written Assessment: Written Assignment Study Format: myStudies Exam Study Format: *Study Format* Written Assessment: Written Assignment Study Format: *Study Format* Written Assessment: Written Assignment	**Split Exam**

Module Contents

Service Operations Management

- The characteristics of service operations management
- Process strategy
- Service design decisions
- Forecasting
- Capacity management
- Facilities management
- Improvement
- Supply chains in services
- Customer experience

Learning Outcomes

Service Operations Management

On successful completion, students will be able to

- create efficient service production delivery systems.
- forecast and use capacity, resource, and supply chain management strategies.
- transform service inputs into service outputs effectively.
- understand various service operations subsystems and tools.
- use process, quality, and project management concepts.
- develop an operations strategy.
- design a service to optimum customer satisfaction level.

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

Service Operations Management

Course Code: DLBSM01

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

Course Description

The goal of service operations management is to create and improve service processes to achieve increases in productivity and quality. These strategies are applicable across a wide variety of industries and departments.
Managers must understand how service companies create efficient service production and delivery systems while adhering to customer expectations. Proper operations management uses various interdependent tools and subsystems to increase efficiency, effectiveness, and productivity at the lowest possible cost.
Forecasting, capacity management, resource management, supply chain management, process management, quality management, and project management strategies are used interchangeably by effective managers to design and implement a service to optimum customer satisfaction levels.

Course Outcomes

On successful completion, students will be able to

- create efficient service production delivery systems.
- forecast and use capacity, resource, and supply chain management strategies.
- transform service inputs into service outputs effectively.
- understand various service operations subsystems and tools.
- use process, quality, and project management concepts.
- develop an operations strategy.
- design a service to optimum customer satisfaction level.

Contents

1. The Characteristics of Service Operations Management
   - 1.1 The Values of Operations Management
   - 1.2 Operations Strategy
   - 1.3 Strategic Fit
   - 1.4 Operational Views
   - 1.5 Competitive Priorities

2. Process Strategy
   - 2.1 Process Structure
   - 2.2 Process Decisions

- 2.3 Process Analysis
- 2.4 Theory of Constraint
- 2.5 Process Documentation and Improvement

3. Service Design Decisions
   - 3.1 Customer Expectation Extraction
   - 3.2 Designing and Delivering Services
   - 3.3 Job Design and Work Organization
   - 3.4 Organizational Integration

4. Forecasting
   - 4.1 Demand Management
   - 4.2 Forecasting Decisions
   - 4.3 Forecasting Methodologies
   - 4.4 The Forecasting Process
   - 4.5 Forecasting Error

5. Capacity Management
   - 5.1 Capacity Planning
   - 5.2 Resource Planning and Scheduling
   - 5.3 Customer Management
   - 5.4 Revenue Management

6. Facilities Management
   - 6.1 Front and Back Office Facilities Management
   - 6.2 Facility Location Models
   - 6.3 Designing the Servicescape
   - 6.4 Ergonomics and Productivity
   - 6.5 Information Systems and Networks

7. Improvement
   - 7.1 Total Quality Management
   - 7.2 Operational Improvement
   - 7.3 Continuous Improvement
   - 7.4 System Failure, Prevention, and Recovery
   - 7.5 Complaint Management

8. Supply Chains in Services
   - 8.1 Supply Chain Design

8.2 Performance Metrics
8.3 Integration
8.4 Supply Chain Risks
8.5 Sustainability

9. Customer Experience
9.1 Competitive Advantage
9.2 Delivery Metrics
9.3 Communication
9.4 Success Parameters

Literature

Compulsory Reading

Further Reading

- Crandall, R. E., & Markland, R. E. (1996). Demand management–Today's challenge for service industries. Production and Operations Management, 5(2), 106–120.
- Davis, M., & Heinekeg, J. (2005). Operations management: Integrating manufacturing and services (5th ed.). New York, NY: McGraw-Hill.
- van Looy, B., Gemmel, P., & Van Dierdonck, R. (2013). Services management: An integrated approach (3rd ed.). Harlow: Pearson Education. (Database: ProQuest).

Study Format *Study Format*

Study Format	Course Type Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Learning Material** ☑ Course Book ☑ Video ☑ Audio	**Exam Preparation** ☑ Online Tests ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
	☑ Audio	

Study Format *Study Format*

Study Format	Course Type Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Learning Material** ☑ Course Book ☑ Video ☑ Audio	**Exam Preparation** ☑ Online Tests ☑ Guideline

Study Format *Study Format*

Study Format	Course Type Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Learning Material** ☑ Course Book ☑ Video ☑ Audio	**Exam Preparation** ☑ Online Tests ☑ Guideline

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)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Collaborative Work (DLBCSCW01)

Module Exam Type	
Module Exam Study Format: Duales myStudium Oral Assignment Study Format: Distance Learning Oral Assignment Study Format: myStudies Oral Assignment	**Split Exam**

Module Contents

Collaborative Work

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

Learning Outcomes

Collaborative Work

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Business Administration & Management	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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Oral Assignment

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video

Exam Preparation
- ☑ Online Tests
- ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Oral Assignment

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Learning Material
☑ Course Book
☑ Video

Exam Preparation
☑ Online Tests
☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Oral Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

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

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

Module Coordinator
Prof. Dr. Zeljko Sevic (Intercultural and Ethical Decision-Making)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Intercultural and Ethical Decision-Making (DLBCSIDM01)

Module Exam Type	
Module Exam Study Format: Duales myStudium Written Assessment: Case Study Study Format: Distance Learning Written Assessment: Case Study Study Format: myStudies Written Assessment: Case Study	**Split Exam**

Module Contents

Intercultural and Ethical Decision-Making

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

Learning Outcomes

Intercultural and Ethical Decision-Making

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Business Administration & Management	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 Hofstedes Cultural Dimensions
   - 2.2 Culture Differentiation According to Hall
   - 2.3 Locus of Control Concept to Rotter

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

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

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

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

Literature

Compulsory Reading

Further Reading

- 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.
- Berrones-Flemmig, N., Contreras, F., & Dornberger, U. (2022). Business in the 21st century: A sustainable approach (1st ed.). Emerald Publishing Limited.
- Rossouw, J., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press Southern Africa.

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

4. Semester

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)
Information about the Module Coordinator without guarantee

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**

Module Contents

Digital Business Models

- 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	Links to other Study Programs of the University
This module is similar to other modules in the Business Administration and Management field	All Bachelor Programmes in the Business field

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

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		☑ Guideline

Sustainability

Module Code: DLBBAS-01_E

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

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

Module Coordinator
Prof. Dr. Karsten Hurrelmann (Sustainability)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Sustainability (DLBBAS01-01_E)

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

Module Contents

Sustainability

- Fundamentals of Sustainability
- Levels of Sustainability
- Frameworks for Sustainability
- Technical Aspects of Sustainability
- Sustainability Reporting
- Examples of Corporate Sustainability Management Programs

Learning Outcomes

Sustainability

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economical terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

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

Sustainability

Course Code: DLBBAS01-01_E

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

Course Description

This course gives students insights into sustainability. It presents fundamentals and definitions and explains the ethical and economic context of sustainability, the various levels of its occurrence and relevant international frameworks. Furthermore, students will familiarize themselves with product development, product life cycle planning and triple bottom line reporting from a sustainability viewpoint. Real life cases of corporate sustainability programs provide insights into different examples from professional practice, thus linking theory and practice.

Course Outcomes

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economical terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

Contents

1. Fundamentals of Sustainability
   - 1.1 History and Definition
   - 1.2 Sustainability in the Context of Ethics
   - 1.3 Sustainability in the Context of Business: Corporate Social Responsibility
2. Levels of Sustainability
   - 2.1 Societal Level
   - 2.2 Corporate Level
   - 2.3 Individual Level
3. Frameworks for Sustainability
   - 3.1 Sustainable Development Goals
   - 3.2 ISO 14001 and ISO 26000
   - 3.3 Industry Standards on Sustainability

4. Technical Aspects of Sustainability
   - 4.1 Life Cycle Assessment
   - 4.2 Research and Product Development
   - 4.3 Product-Service System Design

5. Sustainability Reporting
   - 5.1 Evolution of Sustainability Reporting
   - 5.2 Global Reporting Initiative
   - 5.3 Greenhouse Gas Protocol

6. Examples of Corporate Sustainability Management Programs
   - 6.1 Case 1: Patagonia
   - 6.2 Case 2: Easee
   - 6.3 Case 3: Island Grower Caribbean

Literature

Compulsory Reading

Further Reading

- Jarmai, K. (2020): Learning from Sustainability-Oriented Innovation. In: Jarmai, K. (ed.): Responsible Innovation: Business Opportunities and Strategies for Implementation. SpringerBriefs in Research and Innovation Governance, Dordrecht, p. 19-35.
- Lehman, C. R. (2015): Sustainability and Governance. Advances in Public Interest Accounting. Vol. 18, 1st ed. Emerald Group Publishing Limited, Bingley, UK.
- Mazijn B./Revéret J.P. (2015): Life Cycle Sustainability Assessment: A Tool for Exercising Due Diligence in Life Cycle Management. In: Sonnemann, G./Margni, M. (Eds.): Life Cycle Management. Springer, Dordrecht. p. 51-63.
- Shmeleva, I. A./Shmelev, S. (2012): Sustainability Analysis: An Interdisciplinary Approach. Palgrave Macmillan, Houndmills, UK.
- Walker D. H.T./Lloyd-Walker B. M. (2015): Triple Bottom Line Implications. In: Collaborative Project Procurement Arrangements. Project Management Institute, Pennsylvania, USA.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

International Accounting

Module Code: DLFIAC_E

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

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

Module Coordinator
Prof. Dr. Andreas Simon (International Accounting)
Information about the Module Coordinator without guarantee

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**

Module Contents

International Accounting

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

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	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Finance & Tax Accounting	All Bachelor Programmes in the Business field

International Accounting

Course Code: DLFIAC01_E

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

Course Description

The course covers financial reporting in accordance with International Financial Reporting Standards (IFRS). The objective is to provide students with a working knowledge of general purpose financial reporting under IFRS, especially in comparison to accounting consistent with the German Commercial Code (HGB). The focus is on IFRS and not US-GAAP as global reporting language as the former is becoming increasingly important for German companies (i.e., obligation of listed parent companies to prepare consolidated financial statements in accordance with IFRS from the years 2005 or 2007 onwards).

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Development and Significance of International Accounting
   - 1.1 The Importance of International Accounting Rules
   - 1.2 The Evolution of IFRS
   - 1.3 Application of IFRS in the G-20
2. General Principles of IFRS
   - 2.1 Structure of International Financial Reporting Standards
   - 2.2 Purpose of the Conceptual Framework
   - 2.3 Basic Principles of the Conceptual Framework
   - 2.4 Overview of Individual Standards and Interpretations

3. Recogntion and Measurement Rules for IFRS Financial Reports
   - 3.1 Definition of the Elements of Financial Statements
   - 3.2 Recogntion and Measurement of Intangible Assets and 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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Research Methods

Module Code: DLBBARM_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
Andrei Slach (Research Methods)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Research Methods (DLBBARM01_E)

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

Module Contents

Research Methods

- Introduction to Research
- General Research Strategies
- Data Generation
- Data Analysis
- Quality Criteria for Research
- Writing Techniques

Learning Outcomes

Research Methods

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economic terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

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

Research Methods

Course Code: DLBBARM01_E

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

Course Description

Students will be knowledgeable in fundamental techniques of academic writing and working. The course addresses all relevant aspects of academic research in general and the techniques to develop an academic paper in particular. It explains the nature of science and research and differentiates qualitative from quantitative research methods. The procedures of data generation and data analysis will be described. Furthermore, students learn to critically analyze research methodology along certain quality criteria. The course also familiarizes students with the use of online library services and the identification of relevant literature. Academic integrity and, more specifically, the avoidance of plagiarism is prominently addressed as well.

Course Outcomes

On successful completion, students will be able to

- understand the concept sustainability.
- contextualize sustainability in ethical and economic terms.
- explain international frameworks of sustainability.
- understand the technical implications of sustainability.
- develop corporate reporting along the triple bottom line.
- critically analyze sustainability management examples from professional practice.

Contents

1. Introduction to Research
   - 1.1 The Nature of Science
   - 1.2 What is reality?
   - 1.3 Research Paradigms
2. General Research Strategies
   - 2.1 Quantitative Research
   - 2.2 Qualitative Research
   - 2.3 Mixed Methods
3. Data Collection
   - 3.1 Quantitative Data Collection
   - 3.2 Qualitative Data Collection

3.3 Data Collection in Mixed Methods

4. Data Analysis
   - 4.1 Quantitative Data Analysis
   - 4.2 Qualitative Data Analysis
   - 4.3 Data Analysis in Mixed Methods

5. Quality Criteria of Research
   - 5.1 Representativeness and Saturation
   - 5.2 Reliability, Validity, and Objectivity in Quantitative Research
   - 5.3 Documentation, Dependability and Confirmability in Qualitative Research

6. Writing Techniques
   - 6.1 Structure, Research Topic and Research Question
   - 6.2 Literature Search
   - 6.3 Referencing and Plagiarism

Literature

Compulsory Reading

Further Reading

- Adams, J./Khan, H./Raeside, R. (2014): Research methods for business and social science students. 2nd edition. Sage, London.
- Martelli, J./Greener, S. (2018): An introduction to Business Research Methods. Bookboon, South Africa.
- Rea, L. M./Parker, R. A. (2014): Designing and Conducting Survey Research: A Comprehensive Guide. 4th edition, Jossey-Bass, San Francisco, CA.
- Sharma, J. K. (2016): Operations Research: Theory and Applications. 6th edition, Laxmi Publications Pvt Ltd, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
	☑ Audio	

Corporate Governance and Strategy

Module Code: DLBBACGS_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
Ehsan Samimi (Corporate Governance and Strategy)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Corporate Governance and Strategy (DLBBACGS01_E)

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

Module Contents

Corporate Governance and Strategy

- Introduction to Corporate Governance and Strategy
- Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Perspectives of Strategy
- Tools for Strategy Development
- Aligning Corporate Governance and Strategy

Learning Outcomes

Corporate Governance and Strategy

On successful completion, students will be able to

- define and explain fundamentals of Corporate Governance.
- explain different understandings of Corporate Governance.
- understand the possible compositions of governance mechanisms and governance systems.
- define and explain strategy.
- distinguish different approaches to strategy.
- describe various strategy instruments.
- comprehend the link between strategy and governance.

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

Corporate Governance and Strategy

Course Code: DLBBACGS01_E

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

Course Description

This course addresses major frameworks under which companies are established and operated. It explains key elements of Corporate Governance and outlines different patterns of governance. In particular, it refers to different approaches to management and control. Furthermore, it links the concept of management and control to corporate strategy. Students are familiarized with different understandings of strategy and how they relate to corporate governance. This course facilitates tools of strategic market analysis and subsequent strategies to enter markets successfully. This course also explains the implications of corporate governance frameworks on strategy development of a firm.

Course Outcomes

On successful completion, students will be able to

- define and explain fundamentals of Corporate Governance.
- explain different understandings of Corporate Governance.
- understand the possible compositions of governance mechanisms and governance systems.
- define and explain strategy.
- distinguish different approaches to strategy.
- describe various strategy instruments.
- comprehend the link between strategy and governance.

Contents

1. Introduction to Corporate Governance and Strategy
   - 1.1 Fundamentals of Corporate Governance
   - 1.2 Fundamentals of Strategy
   - 1.3 The link between Strategy and Corporate Governance
2. Perspectives of Corporate Governance
   - 2.1 The Corporate Governance Debate
   - 2.2 Underlying Approaches to Corporate Governance
   - 2.3 The Concept of Control and its Interpretation
3. Monitoring Concepts for Corporate Governance
   - 3.1 Governance Mechanisms

3.2 Governance Systems
3.3 Corporate Governance Codes

4. Perspectives of Strategy
   4.1 Market-based View on Strategy
   4.2 Resources-based and Network-based View on Strategy
   4.3 Market-Analysis Tools

5. Tools for Strategy Development
   5.1 Product-Market Strategies
   5.2 Market-Entry Strategies
   5.3 Managing Corporate Strategy

6. Aligning Corporate Governance and Strategy
   6.1 Implications of National Governance Codes on Strategy
   6.2 Corporate Governance and Vision, Mission and Values of the Firm
   6.3 Real Life Case of Strategy and Governance Alignment

Literature

Compulsory Reading

Further Reading

- Ferris, S. P., John, K., & Makhija, A. K. (2019). International corporate governance and regulation. Emerald Publishing.
- International Corporate Governance Network (2021). Global governance principles.
- Slack, N., Brandon-Jones, A., & Johnston, R. (2019). Operations management (9th ed.). Pearson.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Leadership 4.0

Module Code: DLBWPLS_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
Simon Fischer (Leadership 4.0)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Leadership 4.0 (DLBWPLS01_E)

Module Exam Type	
Module Exam Study Format: Duales myStudium Exam, 90 Minutes Study Format: Distance Learning Exam, 90 Minutes Study Format: myStudies Exam, 90 Minutes	**Split Exam**

Module Contents

Leadership 4.0

- Conventional understanding of leadership
- Management tools
- Leadership versus management
- Integral concept of humankind as future-oriented model
- Characteristics and competencies of leaders
- Leadership models
- Agile Leadership instruments

Learning Outcomes

Leadership 4.0

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

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

Leadership 4.0

Course Code: DLBWPLS01_E

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

Course Description

Today, competitiveness depends more than ever on continuous innovation. This puts new demands on the management of companies. The task of successful leaders in innovation and business is no longer to offer direction and solutions, but to create a framework in which others develop innovations. This change, which is currently taking place with full force in companies, requires further developments on classic leadership concepts and its principles.
Against the background of digital change and the advance of artificial intelligence, established business models are constantly being put to the test. On the one hand, it is important to work on several projects simultaneously and to adapt flexibly to changing conditions at any time; on the other hand, employees want to be integrated into the work process in a different way. Consideration and flexibility for their personal and family situation play an increasing role. Innovation and business leaders can only meet all these diverse challenges with Leadership by inspiring others to think ahead and act inter-divisionally, in other words, to be visionary. This course tries to convey knowledge, understanding and tools for this challenging field of work.

Course Outcomes

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

Contents

1. Basics of the Leadership Concept
   - 1.1 Definition of the Leadership Concept and Leadership Actions
   - 1.2 Development of the Understanding of Leadership
   - 1.3 The Role of Communication in Leadership
   - 1.4 New Challenges for Leadership
2. Leadership Versus Management

2.1 Distinctions between these Concepts
2.2 Relevance of Leadership in the Context of Technological Change
2.3 New Forms of Work as a Challenge for Leadership 4.0

3. Organizational Prerequisites for Successful Leadership
3.1 Launching Corporate Governance Initiatives
3.2 From Process to Project Management
3.3 Managing Limited Resources

4. Personal Factors for Successful Leadership
4.1 Personal Characteristics
4.2 Technological Know-how
4.3 Policy and Compliance

5. Management Tools
5.1 Definition, Differentiation and Challenges
5.2 Use of Direct Management Tools
5.3 Use of Indirect Management Tools

6. Leadership 4.0 Models
6.1 Transformational Leadership
6.2 Leadership as an Agile Role
6.3 Authentic Leadership

7. Leadership 4.0 Case Studies
7.1 Allsafe Jungfalk
7.2 Automattic

Literature

Compulsory Reading

Further Reading

- Seliger, R (2022): Positive Leadership. The Management revolution, Schäffer-Poeschel, Freiburg
- Luthans, F. (2021): Organizational Behavior: An Evidence-Based Approach, 14th Edition. Charlotte, NC : Information Age Publishing.
- Helmod, M. (2021): New Work, Transformational and Virtual Leadership: Lessons from Covid-19 and other crisis, Springer, Wiesbaden.

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

5. Semester

International Brand Management

Module Code: DLBDSEIMB2

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. Josephine Zhou-Brock (International Brand Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ International Brand Management (DLBDSEIMB02)

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

Module Contents

International Brand Management

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

Learning Outcomes

International Brand Management

On successful completion, students will be able to

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

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

International Brand Management

Course Code: DLBDSEIMB02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Brand Management
   - 1.1 Brand Significance and Brand Understanding
   - 1.2 Market Conditions
   - 1.3 Tasks and Goals of Brand Management
2. Brand Identity, Brand Positioning, and Brand Personality
   - 2.1 Brand Identity as the Basis of Brand Management

2.2 Brand Positioning
2.3 Brand Image
2.4 Brand Personality

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

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

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

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

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

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Seminar: Current Issues in International Management

Module Code: DLBINTSATIM_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. Clare Hindley (Seminar: Current Issues in International Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Seminar: Current Issues in International Management (DLBINTSATIM01_E)

Module Exam Type

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

Module Contents

Seminar: Current Issues in International Management

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

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 myStudies

Study Format	Course Type
myStudies	Seminar

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Research Essay

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Seminar

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Research Essay

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Supply Chain Management II

Module Code: DLBDSESCM2

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
Uma Santhosh Tumpala (Supply Chain Management II)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Supply Chain Management II (DLBDSESCM02)

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**

Module Contents

Supply Chain Management II

- Strategic aspects of SCM
- SCM Practice: Tasks and Activities in the Core Planning Process
- SCM Practice: Tasks and Activities in the Core Process of Procurement
- SCM Practice: Tasks and Activities in the Core Process Production
- SCM Practice: Tasks and Activities in the Core Distribution Process

Learning Outcomes

Supply Chain Management II

On successful completion, students will be able to

- systematically explain the strategic relevance of enterprise-wide value creation processes.
- understand the most important tasks and problems in the SCM core process planning.
- systematize the elements and interrelationships in the CPFR model in a differentiated way.
- be familiar with the characteristics and peculiarities of contract logistics.
- understand the most important tasks and problems in the SCM core process procurement.
- explain central elements and characteristics of a procurement strategy.
- understand the most important tasks and problems in the SCM core process production.
- explain central elements and characteristics of a modern production strategy.
- understand the most important tasks and problems in the SCM core process distribution.
- explain central elements and characteristics of the so-called ECR concept.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Transportation & Logistics	All Bachelor Programs in the Transport & Logistics field

Supply Chain Management II

Course Code: DLBDSESCM02

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

Course Description

From the perspective of strategic management research and practice, the activities covered by the term SCM are closely related to efforts to build and/or maintain a stable operational competitive advantage. A fundamental discussion of this relationship forms the starting point for the course. On this basis, a differentiated analysis of strategy-relevant activities and instruments in the Plan, Source, Make, Deliver, and Return process categories is then carried out using the SCOR model. Special attention is given to the practice-relevant areas of SCM, e.g., order-promising (plan), supplier-relation-management (source), postponement (make), and the ECR-concept (deliver).

Course Outcomes

On successful completion, students will be able to

- systematically explain the strategic relevance of enterprise-wide value creation processes.
- understand the most important tasks and problems in the SCM core process planning.
- systematize the elements and interrelationships in the CPFR model in a differentiated way.
- be familiar with the characteristics and peculiarities of contract logistics.
- understand the most important tasks and problems in the SCM core process procurement.
- explain central elements and characteristics of a procurement strategy.
- understand the most important tasks and problems in the SCM core process production.
- explain central elements and characteristics of a modern production strategy.
- understand the most important tasks and problems in the SCM core process distribution.
- explain central elements and characteristics of the so-called ECR concept.

Contents

1. Strategic Aspects of SCM
   - 1.1 Strategic Thinking and Action: General Information
   - 1.2 Competition Focus and SCM
   - 1.3 Competition Location and SCM
   - 1.4 Competition Rules and SCM

2. SCM Practice: Core Process Planning
   - 2.1 General Preliminary Considerations
   - 2.2 Collaborative Planning, Forecasting, and Replenishment
   - 2.3 Order Promoting

2.4 Kanban
2.5 Integration of X-PL Logistics Service Providers

3. SCM Practice: Core Process Procurement
3.1 General Preliminary Considerations
3.2 Production Synchronous Procurement
3.3 Sourcing Concepts
3.4 Supplier Relations Management

4. SCM Practice: Core Process Production
4.1 Selected Aspects of the Problem Background
4.2 Collaborative Engineering
4.3 Postponement Strategies
4.4 Value Added Partnership

5. SCM Practice: Core Process Distribution
5.1 Basic Information on the Distribution Problem
5.2 Efficient Consumer Response (ECR)
5.3 Consignment Warehouse

Literature

Compulsory Reading

Further Reading

- Chopra, S. (2019). Supply chain management: Strategy, planning and operation (Global ed., 7th ed.). Pearson.
- Hill, A., & Hill, T. (2018). Essential operations management (2nd ed.). Palgrave.
- Hugos, M. (2011). Essentials of supply chain management (3rd ed.). John Wiley & Sons.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Project: 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. Brian Gannon (Project: Agile Project Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Project: Agile Project Management (DLBCSAPM01)

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

Module Contents

Project: Agile Project Management

- 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

Project: 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	Links to other Study Programs of the University
This module is similar to other modules in the field of Computer Science & Software Development	All Bachelor Programs in the IT & Technology field

Project: 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.
- 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).
- 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 Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator
Prof. Dr. Stefanie Rödel (Introduction to New Work) / Prof. Dr. Stephan de la Rosa (Business Psychology)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to New Work (DLBNWENW01_E) ▪ Business Psychology (DLBMPS01_E)

Module Exam Type	
Module Exam	**Split Exam** Introduction to New Work • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Introduction to New Work

- Working World of the Future
- Concept Development
- New Work as an Interdisciplinary Approach
- Megatrends
- Effects of Agile Organization Forms
- Leadership and Cooperation in New Work
- Empowerment
- Competence Development
- General Conditions

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

4. 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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Business Psychology
   - 1.1 Business Psychology
   - 1.2 Human Behavior in the Economy

2. Fundamental Processes of Economic Behavior
   - 2.1 Perception and Processing of Information
   - 2.2 The Senses
   - 2.3 Emotions
   - 2.4 Decision-Making Theories and Decision Anomalies

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

4. Psychology of Microeconomic Processes I
   - 4.1 Psychology of Work Design
   - 4.2 Psychology of Job Satisfaction
   - 4.3 Psychology of Workload

5. Psychology of Microeconomic Processes II
   - 5.1 Communication Psychology
   - 5.2 Groups
   - 5.3 Conflicts
   - 5.4 Leadership

6. Psychology of Macroeconomic Processes
   - 6.1 Classical Economics
   - 6.2 Keynesian Economics
   - 6.3 Behavioral Economics
   - 6.4 Propsect Theory
   - 6.5 Nudge Theory

7. Psychology of Change
   - 7.1 Organizational Change
   - 7.2 Lewin's Change Model
   - 7.3 Transtheoretical Model of Change (TTM)
   - 7.4 Social Cognitive Theory

7.5 Self-Determination Theory

8. The Future of Work
   - 8.1 A Changing Workplace
   - 8.2 Artificial Intelligence (AI)
   - 8.3 Virtual Reality (VR)

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Applied Sales

Module Code: DLBDSEAS

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

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

Module Coordinator
Tanja Moehler (Applied Sales I) / Tanja Moehler (Applied Sales II)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Applied Sales I (DLBDSEAS01) ▪ Applied Sales II (DLBDSEAS02)

Module Exam Type	
Module Exam	**Split Exam** Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam or Advanced Workbook, 90 Minutes

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2.1 Forms of Sales
2.2 Sales Organisation
2.3 Key Account Management
2.4 Multi-Channel Distribution

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

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

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

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

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing

1.4 (International) Marketing and Sales Integration

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

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

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

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

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

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

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

Literature
Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Business Intelligence

Module Code: DLBCSEBI

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

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

Module Coordinator
Prof. Dr. Maik Drozdzynski (Business Intelligence) / Prof. Dr. Silke Vaas (Project: Business Intelligence)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Business Intelligence (DLBCSEBI01) ▪ Project: Business Intelligence (DLBCSEBI02)

Module Exam Type	
Module Exam	**Split Exam** Business Intelligence • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Business Intelligence • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Business Intelligence

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

Project: Business Intelligence

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

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.

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

Literature

Compulsory Reading

Further Reading

- Grossmann, W., & Rinderle-Ma, S. (2015). Fundamentals of business intelligence. Springer.
- Sharda, R., Delen, D., & Turban, E. (2015). Business intelligence and analytics: Systems for decision support (10th ed.). Pearson.
- Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
- Vaisman, A., & Zimányi, E. (2022). Data warehouse systems: Design and implementation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

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

- Liedtka, J. (2018). Why design thinking works. Harvard Business Review, 2018(9), 72–79.
- Meinel, C., & Leifer, L. J. (2021). Design thinking research: Interrogating the doing. Springer International Publishing.
- Meinel, C., Plattner, H., & Leifer, L. (2011). Design thinking: Understand – Improve – Apply. Springer Berlin Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Agile Management and Global Sourcing

Module Code: DLBBAAMGS

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

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

Module Coordinator
Prof. Dr. John Stanley (Agile Management) / Dr. Muslum Ibrahimov (Global Sourcing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Agile Management (DLBNWAM01_E) ▪ Global Sourcing (DLBLOGC102_E)

Module Exam Type	
Module Exam	**Split Exam** <u>Agile Management</u> • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes <u>Global Sourcing</u> • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Agile Management

- Introduction to Agile Management
- Drivers of Agility
- Agile Methods
- Agile Organization
- Agile Leadership
- Agile Planning
- Agile Staff Deployment
- Control in Agile Organizations
- Digital Tools as a Prerequisite for Agility
- Critical Reflection

Global Sourcing

- 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

Agile Management

On successful completion, students will be able to

- explain the concept of agile management and name the basic principles as well as the drivers of agility.
- identify important concepts of agilitysuch as Scrum and Kanban and their characteristics.
- describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).
- understand the limits and risks of agility.

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	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Business Administration & Management	All Bachelor Programs in the Business & Management field

Agile Management

Course Code: DLBNWAM01_E

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

Course Description

Agility is a new concept that is found in both corporate practice and management literature as a key element of corporate and employee leadership. The course therefore aims for highlighting the meaning as well as the specifics of agile management and to give students an overview of the current state of discussion. The course defines the concepts of agility and agile management and addresses the drivers of agility and the agile concepts, including practical tools such as Scrum and Kanban. The course further defines the concept of management in terms of its functional dimensions (i.e. where management deals with a set of predefined tasks) in order to be able to make a distinction to the institutional dimension of management. Since agility should not be seen as a solution for all corporate issues as it can have its limitations and conflicts, the course concludes with a critical reflection on the influence of agility on the management functions "organization, leadership, planning, staff deployment and control". Agility is not equally suitable for all tasks and can be a health risk for very strongly intrinsically motivated employees. In addition, the simultaneous presence of agile thinking coupled with the hierarchical organizational principle often leads to conflicts that can result in productivity losses.

Course Outcomes

On successful completion, students will be able to

- explain the concept of agile management and name the basic principles as well as the drivers of agility.
- identify important concepts of agilitysuch as Scrum and Kanban and their characteristics.
- describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).
- understand the limits and risks of agility.

Contents

1. Introduction to Agile Management
   - 1.1 Introduction to the topic
   - 1.2 Definition of the term management
   - 1.3 Definition of the term agility
   - 1.4 Agility and Mindset

2. Drivers of Agility
   - 2.1 Agility in response to change
   - 2.2 External drivers for agility
   - 2.3 Internal drivers for agility

3. Agile Concepts
   - 3.1 Scrum
   - 3.2 Kanban
   - 3.3 Further agile methods

4. Agile Organization
   - 4.1 Concept of agile organization
   - 4.2 Self-organization as a core element
   - 4.3 Transformation and maturity model of the organization
   - 4.4 Transformer model for agile organizational development

5. Agile Leadership
   - 5.1 Changed role of the manager
   - 5.2 Concept and principles of agile leadership
   - 5.3 Self-management as a prerequisite for agility

6. Agile Planning
   - 6.1 Concept and principles of agile planning
   - 6.2 Agile Planning
   - 6.3 New planning methods

7. Agile Staff Deployment
   - 7.1 Concept and classification in the staff management process
   - 7.2 Agile strategic workforce planning
   - 7.3 Framework conditions for agile staff deployment

8. Control in Agile Organizations
   - 8.1 Concept and function of control
   - 8.2 Agility and control - a contradiction?
   - 8.3 Management control systems in change

9. Digital Tools as a Prerequisite for Agility
   - 9.1 Collaboration Tools
   - 9.2 New Technologies

10. Critical Reflection
    - 10.1 Agility as a panacea
    - 10.2 Agility as a health risk
    - 10.3 Agility and hierarchy

Literature

Compulsory Reading

Further Reading

- Moran, A. (2015). Managing Agile. Strategy, implementation, organisation, and people. Springer.
- Moreia, M. (2013). Being Agile: Your roadmap to successful adoption of Agile. Apress.
- Stellman, A., & Greene, J. (2014). Learning Agile. O'Reilly Media.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Personnel Psychology and Corporate Communication

Module Code: DLBBAEPPCC

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

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

Module Coordinator
Prof. Dr. Gregor Nimz (Personnel Psychology) / Christina Abdel Shafi (Corporate Communication)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Personnel Psychology (DLBWPPUB01_E) ▪ Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type	
Module Exam	**Split Exam** Personnel Psychology • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Corporate Communication • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Personnel Psychology

- Tasks and Challenges of Personnel Psychology
- Requirement Analysis
- Recruitment
- Personnel Marketing and Employer Branding
- Personnel Selection
- Onboarding - Integration of New Employees
- Competency Management and Personnel Development
- Performance Review
- Legal Aspects

Corporate Communication

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

Learning Outcomes

Personnel Psychology

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

Corporate Communication

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Psychology and Public Relations Management	All Bachelor Programs in the Social Sciences and Marketing & Communication fields

Personnel Psychology

Course Code: DLBWPPUB01_E

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

Course Description

As a result of technological change, organizations and companies need more and more employees with specialized skills and competencies, which are increasingly less available in the required number and quality. In addition, they no longer apply to companies on their own initiative. The recruitment market has now developed from an employer market to an applicant market. In order to nevertheless cover the demand for employees, companies must increasingly take unusual paths. They are also required to ensure a match between position, company and employee. For this purpose, knowledge of personnel psychology is just as indispensable as measures to develop skills and competencies required for corporate success.
Students learn the common terms, theoretical approaches and methods for checking the fit between applicant/interested party and workplace as well as various methods for recruiting new employees. Furthermore, the importance and the way of integrating new personnel in the organization will be discussed. Students will be familiarized with the role and function of competency management as a basis for selection and planning of development measures. Instruments for the evaluation of action results as well as legal framework conditions round off the course.
After completing the course, students are able to initiate, carry out and supervise the entire cycle of an employee in the company in a qualified and competent manner.

Course Outcomes

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

Contents

1. Tasks and Challenges of Personnel Psychology
   - 1.1 Introduction to personnel psychology
   - 1.2 Market and technology dynamics
   - 1.3 Organizational dynamics and value dynamics

2. Requirement Analysis
   - 2.1 Definition and goals
   - 2.2 Methods and procedures
   - 2.3 Job profiles

3. Employee Recruitment
   - 3.1 Definition and methods of address
   - 3.2 Sources and ways of addressing

4. Personnel Marketing and Employer Branding
   - 4.1 Definition, goals and personnel marketing mix
   - 4.2 Differentiation between personnel marketing and employer branding
   - 4.3 Building an employer brand
   - 4.4 Importance of employer branding and employer branding strategy

5. Personnel Selection
   - 5.1 Personnel selection process
   - 5.2 Quality criteria
   - 5.3 Types of personnel selection procedures

6. Onboarding - Integration of New Employees
   - 6.1 Goals and benefits
   - 6.2 Theoretical bases and measures

7. Competency Management and Personnel Development
   - 7.1 Subject areas and tools of competency management
   - 7.2 Diagnosis of the development needs
   - 7.3 Development measures
   - 7.4 Transfer security

8. Performance Review
   - 8.1 Behavioral assessment and feedback culture
   - 8.2 Performance Review

9. Legal Aspects
   - 9.1 Termination and dissolution
   - 9.2 Work references

Literature

Compulsory Reading

Further Reading

- Borman, W. C., Ilgen, D. R., Klimoski, R. J., & Weiner, I. B. (Eds.) (2012). Handbook of psychology: Vol. 12. Industrial and organizational psychology. John Wiley & Sons.
- Goldstein, H. W., Pulakos, E. D., Semedo, C., & Passmore, J. (Eds.) (2017). The Wiley Black-well handbook of the psychology of recruitment, selection and employee retention. John Wiley & Sons.
- Prien, E. P., Goodstein, L. D., Goodstein, J., & Gamble, L. G. (2009). A practical guide to job analysis. John Wiley & Sons.
- Rothmann, S., & Cooper, C. L. (2022). Work and organizational psychology (3rd ed.). Routledge.
- Whetzel, D. L., & Wheaton, G. R. (Eds.) (2015). Applied measurement: Industrial psychology in human resources management. Lawrence Erlbaum Associates.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Corporate Communication

Course Code: DLBPRWCCPR01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3.2 Corporate Language
3.3 Corporate Culture

4. Corporate Identity in Focus
4.1 Visual Branding: Corporate Design
4.2 Non-Visual Branding: Corporate Identity

5. Corporate Communication and Digitalization
5.1 Challenges of Multi-Channel Communication
5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

- Argenti, P. A. (2022). Corporate communication (8th ed.). McGraw Hill.
- Brinkert, R., & Chewning, L. V. (2020). Strategic corporate communication: Core concepts for managing your career and your clients' brands. Cognella Academic Publishing.
- Cornelissen, J. P. (2017). Corporate communication: A guide to theory and practice (5th ed.). Sage Publications.
- Field, J. (2021). Influential internal communication: Streamline your corporate communication to drive efficiency and engagement. Kogan Page.
- Schneider, B., & Barbera, K. M. (2014). The Oxford handbook of organizational climate andculture. Oxford University Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Intrapreneurship

Module Code: DLBEPWIP_E

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

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

Module Coordinator
Prof. Dr. Mirko Bendig (Innovation Management) / Prof. Dr. Inga Schlömer (Project: Design Thinking)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Innovation Management (DLBEPWIP01_E) ▪ Project: Design Thinking (DLBINGDT01_E)

Module Exam Type	
Module Exam	**Split Exam** Innovation Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Design Thinking • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Innovation Management

- Understanding Innovation
- Planning Innovation
- Developing Innovation
- Implementing Innovation in the Market
- Case Studies and Examples of Innovation Management

Project: Design Thinking

- Basic Principles of Design Thinking
- The Design Thinking Micro Process
- The Design Thinking Macro Process
- Methods for Early Phases of the Process
- Methods for Idea Generation
- Methods for Prototyping and Testing
- Space Concepts for Design Thinking
- Examples and Case Studies

Learning Outcomes

Innovation Management

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Project: Design Thinking

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

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

Innovation Management

Course Code: DLBEPWIP01_E

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

Course Description

Innovation management has a high relevance for the success of a company. Students receive a basic understanding of innovation management and its significance from an economic and business perspective. In addition to the different innovation strategies, the function and organization of innovation as well as the innovation culture in a company and the phases of the innovation process are presented in detail and classified within strategic management and product management.
For each phase of the innovation process concrete instruments are introduced and their advantages and disadvantages will be examined. After the discussion of selected creativity techniques for the generation of ideas, the Lead User Approach, the Open Innovation approaches and the Conjoint Analysis Methodology will be discussed. In the innovation evaluation phase, students will be familiarized with instruments such as scoring models. As the final stage of the innovation process, an understanding of the implementation of innovations on the market will be conveyed. Finally four concrete case studies are going to be explained for the purpose to demonstrate the innovation practice in different companies.

Course Outcomes

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Contents

1. Understanding Innovation
   - 1.1 Basics of innovation management
   - 1.2 Economic and business significance of innovations
   - 1.3 Features of innovations

1.4 Innovation types
1.5 Success factors of innovations

2. Planning Innovation
   2.1 Definition and development of innovation strategies
   2.2 Organization of the innovation function
   2.3 Different organizational forms of innovation management
   2.4 Shaping a culture of innovation and promoting intrapreneurship
   2.5 Role and function of the innovation manager

3. Developing Innovation
   3.1 Concepts and models of common innovation processes
   3.2 Advantages and disadvantages of innovation process models
   3.3 Stimuli and idea generation for innovations
   3.4 Lead User and Open Innovation approaches
   3.5 Idea evaluation and selection

4. Implementing Innovation in the Market
   4.1 Operational implementation of the innovation
   4.2 Innovation Marketing
   4.3 Market launch
   4.4 Intellectual property rights

5. Case Studies and Examples of Innovation Management
   5.1 Innovation process from practice
   5.2 Digital Innovation Management
   5.3 Innovation Lab
   5.4 Start-up Accelerator / Incubator

Literature

Compulsory Reading

Further Reading

- Christensen, C.M. (2016): Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Management of Innovation and Change. Harvard Business Review Press, Boston.
- Tidd, J./Bessant, J.R. (2014): Strategic Innovation Management. 1st Edition, Wiley, New York.
- Dodgson, M./ Gann, D.M./Phillips, N. (2013): The Oxford Handbook of Innovation Management. Oxford Handbooks, Illustrated Edition, Oxford.

- Gassmann, O./Schweitzer, F. (2013): Management of the Fuzzy Front End of Innovation. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Project: Design Thinking

Course Code: DLBINGDT01_E

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

Course Description

In this course students will receive a practical introduction to Design Thinking. In addition to teaching the individual basic principles, the procedures in Design Thinking will also be examined in detail. In order not only to understand Design Thinking but also to experience it, selected methods for the individual process steps will be presented and practiced on an example project.

Course Outcomes

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

Contents

1. Basic Principles of Design Thinking
2. The Design Thinking Micro Process
3. The Design Thinking Macro Process
4. Methods for Early Phases of the Process
5. Methods for Idea Generation
6. Methods for Prototyping and Testing
7. Examples and Case Studies

Literature

Compulsory Reading

Further Reading

- Brown, T. (2008). Design Thinking. Harvard Business Review, June, 84–95.
- Brown, T., & Kātz, B. (2019). Change by design: How design thinking transforms organizations and inspires innovation (Revised and updated edition). Harper Business.
- IDEO. (2015). The field guide to human-centered design: Design kit (1st ed.). IDEO.
- Lewrick, M., Patrick, L., & Leifer, L. (2018). The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems. John Wiley & Sons.
- Lewrick, M., Patrick, L., & Leifer, L. (2020). Design Thinking Toolbook. John Wiley & Sons.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

Module Coordinator
Prof. Dr. Josephine Zhou-Brock (Online Marketing) / Prof. Dr. Josephine Zhou-Brock (Social Media Marketing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Online Marketing (DLBMSM01-01_E) ▪ Social Media Marketing (DLBMSM02-01_E)

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

Module Contents

Online Marketing

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

Social Media Marketing

- Basics of Social-Media-Marketing
- Social Media Marketing Within the Overall Marketing Mix
- Social Media Landscape
- Developing a Social Media Strategy
- The Role of Social Media in Innovation Management
- Operational Social Media Marketing
- Legal Terms and Conditions of Social Media
- Developments in Social Media Marketing

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

This course uses interdisciplinary fundamentals that enable students to deal with the topic of Online Marketing in an operative and strategic way. This includes business and economic principles as well as communicative multimedia basics or the consideration of the basic tonality of Online Marketing channels. This holistic view is essential for strategic planning: In addition to considering the positioning of companies in the World Wide Web, the course will also work out how Online Marketing appearances can be optimized. The measurement of success and evaluation of relevant key figures complete the comprehensive basis for the whole module.
The Online Marketing course teaches basic technical terms and concepts. These include the online communication process, added value of Online Marketing as well as electronic value creation and business models. Based on this knowledge, the course discusses aspects of product suitability, pricing policy, distribution policy, the various forms of marketing and distribution on the Internet. The course expands the understanding of the strategic and especially operational Online Marketing elements such as the planning and realization of advertising campaigns through various sales channels. In addition, the increasing development of mobile communication is taken into account and Mobile Marketing is considered as part of the Online Marketing Mix.
To understand the behavior of online customers the course deals with the specific effects of advertising in regards to Online Marketing. Based on the principles of customer acquisition, the course discusses customer retention and loyalty in Online Marketing, strategies and tactics for increasing customer numbers, online campaigns and the importance of online relationships. Students learn the ropes of legal aspects and the principles of the General Data Protection Regulation (GDRP) 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. Online Marketing Basics
   - 1.1 Development and Concept of Online Marketing
   - 1.2 The Online Communication Process
   - 1.3 Electronic Added Value
   - 1.4 The Role of Online Marketing in the Marketing Mix
   - 1.5 Electronic Business Concepts and Platforms
   - 1.6 Current Developments and Trends

2. Online Marketing Forms and Channels
   - 2.1 Overview of Online Marketing Forms
   - 2.2 Affiliate and Search Engine Marketing
   - 2.3 Display Advertising and Email Marketing
   - 2.4 Social Media and Influencer Marketing
   - 2.5 Content Marketing and Storytelling
   - 2.6 Viral Marketing and Word-of-Mouth Marketing
   - 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 Set Goals and Creating a Base
   - 3.2 The Customer Journey
   - 3.3 The Right Channel Mix
   - 3.4 Defining and Analyzing KPIs

4. Online Media Planning
   - 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 Mobile Commerce
6.1 Basics and Classification of Mobile Marketing
6.2 Mobile Web Versus Apps
6.3 QR Code Marketing and Location-Based Services
6.4 Mobile Commerce and Mobile Payment
6.5 Success Factors of Mobile Campaigns

7. Online Law
7.1 Legal Aspects of Online Marketing
7.2 Copyright and Handling User-Generated Content
7.3 The Right to One's Own Image
7.4 General Data Protection Regulation (GDPR)

8. Online Customer Loyalty and Service
8.1 The AIDA Model - Expansions for Online Marketing
8.2 Customer Acquisition and Loyalty in Online Marketing
8.3 Online Customer Service
8.4 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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

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 The Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social Implications of Social Media
   - 1.3 The Features, Types, and Areas of Application of Social Media Marketing
   - 1.4 Classification and Activities of Social Media Users

2. Social Media Marketing Within the Overall Marketing Mix
   - 2.1 Opportunities and Risks of Social Media
   - 2.2 The Groundswell POST Method
   - 2.3 Integration within the Traditional Marketing Mix
   - 2.4 Social Media as a Customer 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 at Companies

3. Social Media Landscape
   - 3.1 Overview of the Social Media Landscape
   - 3.2 Profiles of the Most Relevant Social Media Channels
   - 3.3 Target Audience/User Groups

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

5. The Role of Social Media in Innovation Management
   - 5.1 The Importance of the Crowd and its Applications
   - 5.2 Innovations are made possible by 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 Terms and Conditions of Social Media
7.1 Legal Terms and Conditions of using Social Media
7.2 General Data Protection Regulation (GDPR)
7.3 User-generated Content
7.4 Facebook Pixel

8. Developments in Social Media Marketing
8.1 Social Media in a Time of Digital Transformation: A new kind of Consumption
8.2 Social Products and Brands
8.3 Social Commerce and Social Selling
8.4 Instant Messengers and Bots
8.5 The Terms "Post-Factual" and "Post-Digital"
8.6 Open Leadership and Dealing with Loss of Control

Literature

Compulsory Reading

Further Reading

- Aral, S. (2020). The hype machine. How social media disrupts our elections, our economy, and our health – and how we must adapt. Random House.
- Barker, M. S., Barker, D. I., Borman, N. F., Roberts, M. L. & Zahay, D. (2017). Social media marketing. A strategic approach (2nd ed.). CENGAGE Learning.
- Butow, E., Allton, M., Herman, J., Liu, S., & Robinson, A. (2020). Ultimate guide to social media marketing. Entrepreneur Press, Fitch.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Learning Material
☑ Course Book
☑ Video

Exam Preparation
☑ Online Tests
☑ Guideline

Healthcare Management and Health Systems

Module Code: DLBIHMHMHS

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None	BA	10	310 h

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

Module Coordinator
Prof. Dr. Gerardo Fernandez (Healthcare Management) / Prof. Dr. Sophie Brenner (International Health Systems)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Healthcare Management (DLBIHMHM01) ▪ International Health Systems (DLBIHMIHS01)

Module Exam Type	
Module Exam	**Split Exam** <u>Healthcare Management</u> • Study Format "Duales myStudium": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes <u>International Health Systems</u> • Study Format "Duales myStudium": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Healthcare Management

- The Health Economy (Setting the Scene)
- What is the Healthcare Sector?
- Key Players in Healthcare
- International Healthcare Industry
- Management in Health and Healthcare
- Decision-Making and Problem-Solving in Care Settings
- Cross-Border Healthcare and Health Tourism

International Health Systems

- Regulation and the Role of the State
- Health System Building Blocks
- Quantifying and Addressing Health Needs
- Typology of Health Systems
- Country Case Studies

Learning Outcomes

Healthcare Management

On successful completion, students will be able to

- understand specific objectives and contextual challenges of healthcare management.
- identify the characteristics of the health economy and international healthcare markets.
- define healthcare management and the role of the healthcare manager.
- compare and contrast the key competencies of managers in different areas of healthcare.
- differentiate roles and challenges of healthcare managers in light of the international health architecture.

International Health Systems

On successful completion, students will be able to

- negotiate the rationale of health systems, considering their respective context.
- structure their analysis of health systems according to meaningful health system building blocks.
- understand people's health needs and the mechanisms to address these within the health system.
- analyze health systems based on a broader health system typology.
- understand different countries' health systems and use them as a reference.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Healthcare Management	All Bachelor Programs in the field of Health Affairs

Healthcare Management

Course Code: DLBIHMHM01

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

Course Description

This course provides an overview introduction to the international environment, the different market sectors, possible roles for health managers and the main challenges.
The course offers an insight into individual areas of the health industry and also into individual roles that healthcare managers fill. First, there is an introduction to the special characteristics of health and healthcare against the background of medical-ethical and social-ethical principles. This is followed by a discussion of the relevant areas in which healthcare managers are employed, before their particular roles are presented. A separate section is devoted to health information systems in the light of the particular importance of health data in the management processes of the sector. Finally, the core themes are once again explicitly considered in the context of the international health architecture, which, in addition to the respective national regulatory framework, defines the scope of action of international healthcare management.

Course Outcomes

On successful completion, students will be able to

- understand specific objectives and contextual challenges of healthcare management.
- identify the characteristics of the health economy and international healthcare markets.
- define healthcare management and the role of the healthcare manager.
- compare and contrast the key competencies of managers in different areas of healthcare.
- differentiate roles and challenges of healthcare managers in light of the international health architecture.

Contents

1. The Health Economy
   - 1.1 Understanding Health
   - 1.2 The Nature of Healthcare
   - 1.3 Health Commodities and Services
   - 1.4 Market Failure and the Need for Regulation
   - 1.5 The Importance of Ethical Conduct

2. Outlining the Healthcare Sector
   - 2.1 Health Care Providers
   - 2.2 Healthcare HR and Professional Training

2.3 Pharmaceuticals and Medical Devices
2.4 Nonprofit Stakeholders in Healthcare
2.5 Health Insurance Markets

3. Roles in Healthcare Management – an Overview
   3.1 Managing Customers and Patients
   3.2 Managing Finances
   3.3 Managing Performance
   3.4 Managing Health Care Professionals

4. Health Information Systems and Technologies
   4.1 Managing Health Information
   4.2 E-Health
   4.3 Evolution of the Electronic Medical Record (EMR)
   4.4 Management of Health Data

5. Health and Healthcare Internationally
   5.1 The International Health Architecture
   5.2 International Management and Health Sector Change
   5.3 Healthcare Services – an International Perspective
   5.4 Pharmaceutical Innovation and International Market Access
   5.5 Medical Devices and More: Managing Products Internationally

6. Cross-Border Healthcare and Health Tourism
   6.1 Drivers of Cross-Border Healthcare
   6.2 Inbound and Outbound Health Tourism
   6.3 Health Tourism Case Studies

Literature

Compulsory Reading

Further Reading

- Buchbinder, S., Shanks, N., & Kite, B. (2021). Introduction to health care management (4th ed.). Jones & Bartlett.
- Walshe, K., & Smith, J. (2017). Healthcare management (3rd ed.). Open University Press.

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
100 h	0 h	30 h	30 h	0 h	160 h

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

International Health Systems

Course Code: DLBIHMIHS01

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

Course Description

This course focuses on the role of health care systems as organizations of people, institutions, and resources that deliver health care services to meet the health needs of populations. It is structured along the health system building blocks, an analytical framework used by the World Health Organization to describe health systems, using the core components leadership and governance, service delivery, health system financing, health workforce, medical products and technologies, and health information systems. The evolution and dynamics of specific health systems are discussed on the basis of a typology of systems. Students gain a broad overview of different health systems within their respective contexts.

Course Outcomes

On successful completion, students will be able to

- negotiate the rationale of health systems, considering their respective context.
- structure their analysis of health systems according to meaningful health system building blocks.
- understand people's health needs and the mechanisms to address these within the health system.
- analyze health systems based on a broader health system typology.
- understand different countries' health systems and use them as a reference.

Contents

1. Regulation and the Role of the State
   - 1.1 A Rationale of Health Systems
   - 1.2 Properties of Systems
   - 1.3 The Impact of Context
2. Health System Building Blocks
   - 2.1 Leadership and Governance
   - 2.2 Service Delivery
   - 2.3 Health System Financing
   - 2.4 Health Workforce
   - 2.5 Medical Products and Technologies

2.6 Health Information Systems

3. Health Needs
   - 3.1 Quantifying Needs
   - 3.2 Addressing Needs

4. Typology of Health Systems
   - 4.1 National Health Service-Type Systems
   - 4.2 Social Health Insurance
   - 4.3 Supply- and Performance-Oriented Private Type
   - 4.4 Mixed Systems

5. Provision of sServices
   - 5.1 Patient Pathways
   - 5.2 Primary Care
   - 5.3 Specialized Care
   - 5.4 Urgent and Emergency Care
   - 5.5 Pharmaceutical Care

6. Country Case Studies
   - 6.1 Germany
   - 6.2 United Kingdom
   - 6.3 China
   - 6.4 United States
   - 6.5 Case Studies From Low- and Middle-Income Countries

Literature

Compulsory Reading

Further Reading

- Folland, S., Goodman, A. C., & Stano, M. (2017). The economics of health and health care (8th ed.). Routledge.
- Merson, M. H., Black, R. E., & Mills, A. J. (2020). Global health: Diseases, programs, systems, and policies (4th ed.). Jones & Bartlett.
- Rice, T. (2021). Health insurance systems: An international comparison. Elsevier.
- World Health Organization. (n.d.). Health system in transition reviews (HiT). Asia Pacific Observatory on Health Systems and Policies. Available online.
- World Health Organization. (2000). The world health report. Health systems: Improving performance. Available online.

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

FinTech

Module Code: LIBFBBAEFT

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	0 h

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

Module Coordinator
N.N. (Crypto and Blockchain) / N.N. (FinTech)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Crypto and Blockchain (LIBFBBAEFT01) ▪ FinTech (LIBFBBAEFT02)

Module Exam Type	
Module Exam	**Split Exam** Crypto and Blockchain • Study Format "Distance Learning": *Type of examination*, 90 Minutes FinTech • Study Format "Distance Learning": *Type of examination*

Module Contents

Crypto and Blockchain

- Money, Cryptography & Cryptocurrencies
- The Blockchain
- Crypto Assets
- Non-Fungible Tokens

FinTech

- Fintech and Fintech Disruptions
- AI & Automation
- Insurtech & Asset Management
- Regtech and the Futures of Fintech

Learning Outcomes

Crypto and Blockchain

On successful completion, students will be able to

- define money and the role of electronic money in society.
- discuss the merits of crypto assets and the risks involved in holding them.
- analyze and comment on the merits of various crypto assets.
- discuss the role of CBDCs in society now and into the future.

FinTech

On successful completion, students will be able to

- define Fintech and its place in the financial services sector.
- discuss the merits of Fintech and incumbents and how the market is changing.
- analyze and comment on the merits of various fintech offerings.
- discuss the role of AI in financial services.

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

Crypto and Blockchain

Course Code: LIBFBBAEFT01

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

Course Description

Recent years have seen a proliferation in the number of crypto assets available in the market. This course considers the evolution of money from gold coins through to fiat currencies and into plastic and crypto assets considering the current state of the market and the various principal components thereof.

Course Outcomes

On successful completion, students will be able to

- define money and the role of electronic money in society.
- discuss the merits of crypto assets and the risks involved in holding them.
- analyze and comment on the merits of various crypto assets.
- discuss the role of CBDCs in society now and into the future.

Contents

1. The History of Money
   - 1.1 Gold to Coin to Paper to Plastic & Contactless
   - 1.2 The Three Features Money Has to Possess
   - 1.3 Fiat Currency, Floating and Fixed Exchange Rates
   - 1.4 The History and Developing Roles of Central Banks
2. Cryptography & Cryptocurrencies
   - 2.1 Encryption
   - 2.2 Bitcoin
   - 2.3 The Double Spend Problem
   - 2.4 The 4 Foundations of Bitcoin
   - 2.5 Mining as a Business
3. The Blockchain
   - 3.1 How a Bitcoin Transaction Works
   - 3.2 Blockchain Types
   - 3.3 What is a Block Chain?
   - 3.4 Possible Applications of Blockchain

3.5 Proof of Work and Proof of Stake

4. Crypto Assets
   - 4.1 What Is a Crypto Asset?
   - 4.2 Distribution of Crypto Assets
   - 4.3 Initial Coin Offerings
   - 4.4 ICO Versus IPO
   - 4.5 Taxonomy of Crypto Assets

5. Non-Fungible Tokens
   - 5.1 Fungible, Non-Fungible and Examples
   - 5.2 Issuing an NFT
   - 5.3 Protocols
   - 5.4 Markets and Wallets
   - 5.5 Recent Developments in the NFT Marketplace
   - 5.6 Other Applications of NFT Technology

Literature

Compulsory Reading

- Arslanian, H. and Fischer, F. (2019) The Future of Finance : the impact of finTech, AI, and crypto on financial services, Palgrave Macmillan US. ProQuest Ebook Central [online]. Available through KnowledgeBank website at: https://study.libf.ac.uk/refer.php?resource=ebookcentral&id=5829325 [Accessed: 16 June 2022]
- Industry reports and industry conference proceedings (online) as directed (updated in each iteration). Other general reading as directed by the course lead.

Further Reading

- The above-mentioned Essential Reading will be supplemented by a range of other learning resources including e-books, e-journals, online activities, web-based articles, videos, forums and blogs, either freely available or available via KnowledgeBank, as recommended by your course lecturer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

FinTech

Course Code: LIBFBBAEFT02

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

Course Description

Recent years have seen huge increase in the number of technological solutions on offer to individuals and business in finance. From the challenger banks to insurance, asset management, payments and in almost every area of finance there are new offerings appearing frequently. This course covers the main sectors of financial services that are the target of Fintech companies (excluding Crypto assets). We will review the current state of the market and discuss its future direction.

Course Outcomes

On successful completion, students will be able to

- define Fintech and its place in the financial services sector.
- discuss the merits of Fintech and incumbents and how the market is changing.
- analyze and comment on the merits of various fintech offerings.
- discuss the role of AI in financial services.

Contents

1. Fintech in Context
   - 1.1 Data Speed, Processing and Memory – the History
   - 1.2 The Perfect Storm – G4, Smartphones and the Global Financial Crisis
   - 1.3 The First Online Banks
   - 1.4 The New Online Banks
   - 1.5 Fintech and the 7 Ps of Marketing
2. Fintech Disruptions
   - 2.1 Regulators and Their Sand Boxes
   - 2.2 Payments – Faster Payments and International Payments
   - 2.3 Open Banking
3. Challenger Banks
   - 3.1 Data on Challengers
   - 3.2 What is on Offer?
   - 3.3 Incumbent Responses

4. Artificial Intelligence
   - 4.1 What is Intelligence?
   - 4.2 Narrow and Board Network Intelligence
   - 4.3 Machine Learning
   - 4.4 Neural Networks and Foundation AI
   - 4.5 AI & Automation in Fintech

5. Lending
   - 5.1 Personal Loans at Challenger Banks
   - 5.2 SME Funding via Challenger Banks
   - 5.3 Peer to Peer Lending (Curated and Direct)
   - 5.4 Online Mortgage Brokers
   - 5.5 Online Mortgages/ Equity Loans

6. Insurtech & Asset Management
   - 6.1 Insurtech vs Incumbents
   - 6.2 Products on Offer – New Developments
   - 6.3 Asset Management
   - 6.4 Bots vs People
   - 6.5 Developments in Risk Profiling

7. Regtech and the Futures of Fintech
   - 7.1 Regulatory Compliance
   - 7.2 Risk Management
   - 7.3 Financial Crime
   - 7.4 Identity Management
   - 7.5 New Developments in Fintech
   - 7.6 Product or Platform?

Literature

Compulsory Reading

- Arslanian, H. and Fischer, F. (2019) The Future of Finance : the impact of finTech, AI, and crypto on financial services, Palgrave Macmillan US. ProQuest Ebook Central [online]. Available through KnowledgeBank website at: https://study.libf.ac.uk/refer.php?resource=ebookcentral&id=5829325 [Accessed: 16 June 2022]
- Industry reports and industry conference proceedings (online) as directed (updated in each iteration). Other general reading as directed by the course lead.

Further Reading

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Study Format Distance Learning

Study Format	Course Type
Distance Learning	

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

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions	☑ Audio	

6. Semester

Fundamentals of Operations Research

Module Code: DLBBAEFOR_E

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

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

Module Coordinator
Prof. Dr. Manuela Ender (Operations Research) / Prof. Dr. Veronica Mas (Mathematics: Linear Algebra)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Mathematics: Linear Algebra (DLBDSMFLA01) ▪ Operations Research (DLBBAEFOR01_E)

Module Exam Type	
Module Exam	**Split Exam** Mathematics: Linear Algebra • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Operations Research • Study Format "Distance Learning": Exam or Written Assessment: Case Study, 90 Minutes • Study Format "myStudies": Exam or Written Assessment: Case Study, 90 Minutes

Module Contents

Operations Research

- Quantitative decision support
- Linear optimization
- Graph theory
- Network planning and project management
- Simulation
- Queuing systems

Mathematics: Linear Algebra

- Matrix Algebra
- Vector Spaces
- Linear and Affine Transformations
- Analytical Geometry
- Matrix Decomposition

Learning Outcomes

Operations Research

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Mathematics: Linear Algebra

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

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

Mathematics: Linear Algebra

Course Code: DLBDSMFLA01

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

Course Description

Linear algebra is a fundamental subject in mathematics. Its historical origin lies in the development of solution techniques for systems of linear equations arising from geometric problems. Numerous scientific and engineering applications can be solved using its methods. This course introduces the foundations of linear algebra and its basic notions like vectors and matrices. It then builds upon this foundation by introducing the derivation of solution techniques for problems in analytical geometry.

Course Outcomes

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Contents

1. Foundations
   - 1.1 Systems of Linear Equations
   - 1.2 Matrices: Basic Terms
   - 1.3 Matrix algebra
   - 1.4 Matrices as compact representations of linear equations
   - 1.5 Inverse and trace
2. Vector Spaces
   - 2.1 Definition
   - 2.2 Linear Combination and Linear Dependance
   - 2.3 Basis, Linear Envelope, and Rank
3. Linear and Affine Mapping
   - 3.1 Matrix Representation of Linear Mappings
   - 3.2 Image and Kernel

3.3 Affine Spaces and Subspaces
3.4 Affine Mapping

4. Analytical Geometry
4.1 Norm
4.2 Scalar Product
4.3 Orthogonal Projections
4.4 Outlook: Complex Numbers

5. Matrix Decomposition
5.1 Determinant
5.2 Eigenvalues and Eigenvectors
5.3 Cholesky Decomposition
5.4 Eigenvalue Decomposition and Diagonalisation
5.5 Singular Value Decomposition

Literature

Compulsory Reading

Further Reading

- Aggarwal, C.C. (2020). Linear Algebra and Optimization for Machine Learning: A Textbook. Springer.
- Mathai, A. M., & Haubold, H. J. (2017). Linear algebra, a course for physicists and engineers (1st ed.) De Gruyter.
- Neri, F. (2019). Linear algebra for computational sciences and engineering (2nd ed.) Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Operations Research

Course Code: DLBBAEFOR01_E

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

Course Description

The term Operations Research (OR) refers to the development and application of quantitative models and methods for decision support in companies and organizations. Applications can be found in all areas of business administration, especially in production planning, supply chain management, distribution, location planning, warehousing, personnel planning and scheduling, as well as financial planning. This course introduces OR and its applications. The terminological fundamentals of the problem, model and method are presented. Further emphasis is put on graphs and basic graph algorithms. In addition, the course focuses on linear optimization, especially linear programs, simplex methods and sensitivity analysis. A special focus is the modelling of economic problems (decision, planning and optimization problems). Basic computer skills relevant for operations research are presented by means of spreadsheet calculation (esp. Microsoft Excel).

Course Outcomes

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Contents

1. Introduction to Quantitative Decision Support
   - 1.1 Definition: Operations Research as a Structured Problem-Solving Approach
   - 1.2 Terminology: Models, Methods, and Algorithms
   - 1.3 Decision Support and Decision Theory
   - 1.4 Fields and Applications of Operations Research
   - 1.5 Software Applications in Operations Research

2. Fundamentals of Linear Optimization
   - 2.1 Definition: Linear Optimization and Properties
   - 2.2 Forms of Linear Optimization
   - 2.3 Simplex Algorithm
   - 2.4 Special Cases and Sensitivity Analysis

3. Application of Linear Optimization
   - 3.1 Production Program Planning
   - 3.2 Supply Chain Management and the Transport Problem
   - 3.3 Financing and Investment
   - 3.4 Game Theory

4. Further Optimization Approaches
   - 4.1 Integer and Combinatorial Optimization
   - 4.2 Application: Branch-And-Bound Procedures
   - 4.3 Dynamic Optimization
   - 4.4 Nonlinear Optimization

5. Graph Theory
   - 5.1 Fundamentals and Concepts of Graph Theory
   - 5.2 Structural Modelling Using Graphs
   - 5.3 Shortest Paths in Graphs

6. Network Planning and Project Management
   - 6.1 Elements and Methods of Network Planning
   - 6.2 Structure, Time Planning, and Gantt charts
   - 6.3 Cost and Capacity Planning

7. Simulation and Queuing Systems
   - 7.1 Basic Types of Simulation
   - 7.2 Deterministic Simulation: Systems and Model Experiments
   - 7.3 Stochastic Simulation: Waiting Queue Systems and Models
   - 7.4 Applications of Simulation

8. Application: Operations Research Implementation with a Spreadsheet
   - 8.1 Integer Linear Optimization
   - 8.2 Shortest Paths in Graphs and Traveling Salesman Problems
   - 8.3 Simulation of a Queue Problem

Literature
Compulsory Reading
Further Reading ▪ Eiselt, H. A./Sandblom, C.-L. (2013): Operations research: A model-based approach. 2nd ed., Springer Texts in Business and Economics, Berlin. ▪ Khachay, M./Kochetov, Y./Pardalos, P. (Eds.) (2019): Mathematical Optimization Theory and Operations Research: 18th International Conference, MOTOR 2019, Ekaterinburg, Russia, July 8-12, 2019, Proceedings. 1st ed., Springer International Publishing, Cham. ▪ Poler, R./Mula, J./Díaz-Madroñero, M. (2016): Operations research problems: Statements and solutions. Softcover reprint of the original 1st edition 2014, Springer, London. ▪ Sharma, J. K. (2016): Operations research: Theory and applications. 6th ed., Trinity Press, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Smart Factory

Module Code: DLBDSESF

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

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

Module Coordinator
Sahar Qaadan (Smart Factory) / Dr. Sahar Qaadan (Project: Smart Factory)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Smart Factory (DLBDSESF01) ▪ Project: Smart Factory (DLBDSESF02)

Module Exam Type	
Module Exam	**Split Exam** Smart Factory • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Smart Factory • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Smart Factory

- Motivation and Definition of Terms
- Development of Automation
- Technological Basics and Standards
- Basic concepts of a Smart Factory
- Reference Architectures
- Smart Factory Engineering
- Safety and Security

Project: Smart Factory

A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Learning Outcomes

Smart Factory

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Project: Smart Factory

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology field

Smart Factory

Course Code: DLBDSESF01

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

Course Description

In this course, students will gain a deeper insight into the networking and digitization of production facilities by examining a Smart Factory. For this purpose, they will be familiarized with the basic goals of a Smart Factory in the context of the research complex Industry 4.0. After a brief introduction to the history of automation, students will learn the technical basics and standards required to design and operate a Smart Factory. Building on this, they will learn how these individual technologies are used to implement the central concepts of a Smart Factory. In order to understand which components a Smart Factory consists of, different reference architectures are presented and compared. The course concludes with the special engineering challenges of an autonomously acting and decentralized production plant. Above all, this includes IT security, which is particularly relevant due to the digital networking of production facilities and products.

Course Outcomes

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Contents

1. Motivation and Definition of Terms
   - 1.1 Goals of Smart Factory
   - 1.2 Internet of Things
   - 1.3 Cyber-Physical Systems
   - 1.4 Cyber-Physical Production Systems
   - 1.5 Smart Factory as a Cyber-Physical (Production) System

2. Development of Automation
   - 2.1 Automation Pyramid
   - 2.2 Networked, Decentralized Organization of Production
   - 2.3 Future Challenges

3. Technological Basics and Standards
   - 3.1 Identification of Physical Objects
   - 3.2 Formal Description Languages and Ontologies
   - 3.3 Digital Object Memory
   - 3.4 Physical Situation Recognition
   - 3.5 (Partially) Autonomous Action and Cooperation
   - 3.6 Human-Machine Interaction
   - 3.7 Machine to Machine Communication

4. Basic Concepts of a Smart Factory
   - 4.1 Order-Controlled Production
   - 4.2 Bundling of Machine and Production Data
   - 4.3 Supporting People in Production
   - 4.4 Intelligent Products and Resources
   - 4.5 Smart Services

5. Reference Architectures
   - 5.1 Purpose and Properties of Reference Architectures
   - 5.2 Overview of Standardization Initiatives
   - 5.3 CyProS Reference Architecture
   - 5.4 RAMI 4.0 (DIN SPEC 91345)

6. Smart Factory Engineering
   - 6.1 Classification of Different Engineering Tools
   - 6.2 Virtual Engineering
   - 6.3 User-Centered Design
   - 6.4 Requirements Engineering
   - 6.5 Modelling
   - 6.6 Integration of Classic and Smart Components

Literature
Compulsory Reading

Further Reading

- Butun, I. (2020). Industrial IoT: Challenges, design principles, applications, and security. Springer.
- Drossel, W. G., Ihlenfeldt, S., Lanzger, T., & Dumitrescu, R. (2019). Cyber-physical systems. In R. Neugebauer (Ed.), Digital transformation (pp. 189—213). Springer.
- Durakbasa, N. M., & Gençyılmaz, M. G. (Eds.). (2021). Digital conversion on the way to Industry 4.0. Springer.
- Ustundag, A., & Cevikcan, E. (2018). Industry 4.0: Managing the digital transformation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Project: Smart Factory

Course Code: DLBDSESF02

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

Course Description

In this course, students select a concrete task from the catalog of topics provided in consultation with the seminar leader. They will work on the task in a prototyping environment suited to the task, which can be either a hardware (e.g., prototyping boards) or software (e.g., technology-specific development environments) environment. To complete the task, students apply the concepts, methods, and tools taught in the Smart Factory I course. They document their results with a project report.

Course Outcomes

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Contents

- A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Literature

Compulsory Reading

Further Reading

- Arey, D., Le, C. H. & Gao, J. (2021). Lean industry 4.0: a digital value stream approach to process improvement. Procedia Manufacturing, 54, 19–24.
- Hartmann, L., Meudt, T., Seifermann, S. & Metternich, J. (2018). Value stream method 4.0: holistic method to analyse and design value streams in the digital age. Procedia CIRP, 78, 249–254.
- Luscinski, S. & Ivanov, V. (2020). A Simulation Study of Industry 4.0 Factories based on the Ontology on Flexibility with using FlexSim Software. Management and Production Engineering Review (volume 11, number 3), S. 74–83.

- Meroni, G., Baresi, L., Montali, M. & Plebani, P. (2017). Multi-party business process compliance monitoring through IoT-enabled artifacts. Information Systems, 73, 61-78.
- OMG (2014). Business Process Model and Notation (BPMN). Version 2.0.2

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Salesforce Platform Development

Module Code: DLSFPD

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

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

Module Coordinator
Prof. Dr. Thomas Bolz (Project: Salesforce Platform App Builder) / Prof. Dr. Thomas Bolz (Project: Salesforce Platform Developer)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Project: Salesforce Platform App Builder (DLSFPD01) ▪ Project: Salesforce Platform Developer (DLSFPD02)

Module Exam Type

Module Exam	Split Exam
	Project: Salesforce Platform App Builder • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: Salesforce Platform Developer • Study Format "Distance Learning": Oral Project Report • Study Format "myStudies": Oral Project Report • Study Format "Duales myStudium": Oral Project Report

Module Contents

Project: Salesforce Platform App Builder
Using the learning platform Trailhead students will learn the fundamentals of Salesforce. At the end of the course, the students will be able to design, build and deploy custom applications. This course prepares them for the Salesforce Platform App Builder Certification.
Project: Salesforce Platform Developer
Using the learning platform Trailhead students will learn how to develop own applications, built from various parts of the Salesforce platform. At the end of the course they will be able to use Apex, Visualforce and basic Lightning components. This course prepares the students for the Salesforce Platform Developer I Certification.

Learning Outcomes

Project: Salesforce Platform App Builder

On successful completion, students will be able to

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

Project: Salesforce Platform Developer

On successful completion, students will be able to

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

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

Project: Salesforce Platform App Builder

Course Code: DLSFPD01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Gupta, R. (2019): Salesforce Platform App Builder Certification. A Practical Study Guide. 1st ed., Apress.
- Weinmeister, P. (2019): Practical Salesforce Development Without Code. Building Declarative Solutions on the Salesforce Platform. 2nd ed., Apress, Berkeley.
- Shaalan, S. (2020): Salesforce for Beginners. A step-by-step guide to creating, managing, and automating sales and marketing processes. Packt Publishing, Birmingham.

- Benioff, M./Langley, M. (2019): Trailblazer. The Power of Business as the Greatest Platform for Change. 1st ed.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: Salesforce Platform Developer

Course Code: DLSFPD02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Salesforce (2020): Developer Documentation. (URL: https://developer.salesforce.com/docs/ [accessed: 12.12.2020])

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Exam Preparation
☑ Guideline

Project: Salesforce Platform Management

Module Code: DLSFPM

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

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

Module Coordinator

Dr. Li Zeng (Project: CRM with Salesforce Service Cloud) / Dr. Li Zeng (Project: Salesforce Fundamentals)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Salesforce Fundamentals (DLSFPM01)
- Project: CRM with Salesforce Service Cloud (DLSFPM02)

Module Exam Type

Module Exam	Split Exam
	Project: Salesforce Fundamentals • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: CRM with Salesforce Service Cloud • Study Format "myStudies": Oral Project Report • Study Format "Distance Learning": Oral Project Report • Study Format "Duales myStudium": Oral Project Report

Module Contents

Project: CRM with Salesforce Service Cloud
Using the learning platform trailhead students will learn how to manage customer relationships with Salesforce platform. At the end of the course they will be able to manage the Salesforce service cloud. This module prepares students for the Salesforce service cloud certification.

Project: Salesforce Fundamentals
Using the learning platform trailhead students will learn the fundamentals of Salesforce. At the end of the course students will be able to administer the Salesforce platform. This module prepares them for the Salesforce administrator certification.

Learning Outcomes

Project: CRM with Salesforce Service Cloud

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Project: Salesforce Fundamentals

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

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

Project: Salesforce Fundamentals

Course Code: DLSFPM01

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

Course Description

Salesforce is the most used software solution for customer relationship management worldwide. Using the learning platform trailhead students will learn independently the fundamentals of Salesforce. The course introduces Salesforce and explains how to administrate it. Additionally, it presents essentials of the Salesforce platform.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

Contents

- The content on the learning platform focuses on the features and the functionality used to maintain a Salesforce implementation. It provides general knowledge of the features available to end users and the configuration options available to a Salesforce administrator. Furthermore, the content enables to maintain a Salesforce organization, respond to common business requirements, and perform administrative functions using current Salesforce features.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: CRM with Salesforce Service Cloud

Course Code: DLSFPM02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Contents

- The content on the learning platform focuses on designing and deploying solutions that support customer business processes and requirements using Salesforce applications. The content enables to design solutions using the Service Cloud functionality and to lead the implementation of these solutions within a customer organization.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Exam Preparation
☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Introduction to Data Science and Programming with Python

Module Code: DLBBAEIDSP-01_E

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

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

Module Coordinator
Ha Ngo (Introduction to Data Science) / Yan Zhu (Introduction to Programming with Python)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to Data Science (DLBDSIDS01-01) ▪ Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type	
Module Exam	**Split Exam** Introduction to Data Science • Study Format "Distance Learning": Advanced Workbook • Study Format "myStudies": Advanced Workbook Introduction to Programming with Python • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes

Introduction to Data Science

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Introduction to Programming with Python

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

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

Introduction to Data Science

Course Code: DLBDSIDS01-01

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

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing. Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.
Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
   - 1.1 Definition of the term „data science“
   - 1.2 Data science and related fields
   - 1.3 Data science activities
2. Data
   - 2.1 Data types and data sources
   - 2.2 The 5Vs of data
   - 2.3 Data curation and data quality
   - 2.4 Data engineering
3. Data Science in Business
   - 3.1 Identification of use cases

3.2 Performance evaluation
3.3 Data-driven operational decisions
3.4 Cognitive biases

4. Statistics
4.1 Importance of statistics for data science
4.2 Important statistical concepts

5. Machine Learning
5.1 Role of machine learning in data science
5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Springer.
- Skiena, S. S. (2017). The data science design manual. Springer International Publishing.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Introduction to Programming with Python

Course Code: DLBDSIPWP01

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

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
   - 1.1 Why Python?
   - 1.2 Obtaining and installing Python
   - 1.3 The Python interpreter , IPython, and Jupyter
2. Variables and Data Types
   - 2.1 Variables and value assignment
   - 2.2 Numbers
   - 2.3 Strings
   - 2.4 Collections
   - 2.5 Files
3. Statements
   - 3.1 Assignment, expressions, and print

3.2 Conditional statements
3.3 Loops
3.4 Iterators and comprehensions

4. Functions
   4.1 Function declaration
   4.2 Scope
   4.3 Arguments

5. Errors and Exceptions
   5.1 Errors
   5.2 Exception handling
   5.3 Logs

6. Modules and Packages
   6.1 Usage
   6.2 Namespaces
   6.3 Documentation
   6.4 Popular data science packages

Literature

Compulsory Reading

Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. O'Reilly.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

IT Service Management

Module Code: IWSM-01_E

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

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

Module Coordinator

Dr. Frank Müller (Project: IT Service Management) / Prof. Dr. André Köhler (IT Service Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- IT Service Management (DLBCSITSM01-01)
- Project: IT Service Management (DLBCSPITSM01)

Module Exam Type

Module Exam	Split Exam
	IT Service Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: IT Service Management • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Project: IT Service Management

All phases of an ITIL/IT project are carried out as part of an independent project.

IT Service Management

- IT Service Management Basics and Terms
- ITIL 4 - Basics and Four Dimensions
- ITIL 4 - Service Value System
- ITIL 4 - Principles
- ITIL 4 - Practices
- Information Security Management with the IT Baseline Protection Framework of the BSI

Learning Outcomes

Project: IT Service Management

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

IT Service Management

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

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

IT Service Management

Course Code: DLBCSITSM01-01

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

Course Description

IT service management is an approach to align and understand a company's IT as a service provider and supporter of operational and business processes. This course uses the IT Infrastructure Library (ITIL) to teach concepts, procedures and best practices in the area of IT service management (IT operations). In other words, it looks at the management of activities that take place after an IT system has been developed: IT operations as a continuous run of the productive day-to-day business of a company's IT departments.

Course Outcomes

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

Contents

1. IT Service Management Basics and Terms
   - 1.1 IT Services
   - 1.2 IT Service Management
   - 1.3 ITSM Frameworks
2. ITIL 4 - Basics and Four Dimensions
   - 2.1 Stakeholders, Services and Service Management
   - 2.2 Value Contribution of IT
3. ITIL 4 - Service Value System
   - 3.1 Basics and Overview
   - 3.2 Inputs, Outcome and Governance
   - 3.3 The Service Value Chain
   - 3.4 Continual Improvement
4. ITIL 4 - Principles

4.1 Overview
4.2 Value Orientation
4.3 Iterative Procedure and Feedback
4.4 Establish Collaboration and Visibility
4.5 Optimize and Automate

5. ITIL 4 - Practices
5.1 Overview
5.2 General Management Practices
5.3 Service Management Practices
5.4 Technical Practices

6. Information Security Management with the IT Basic Protection Framework of the BSI
6.1 Structure and Elements of BSI Basic Protection Framework
6.2 Information Security Process

Literature

Compulsory Reading

Further Reading

- Agutter, C. (2019). ITIL® foundation essentials ITIL 4 edition: The ultimate revision guide. ITGovernance Publishing.
- Axelos Limited. (2019). ITIL 4 foundation: ITIL 4 edition. The Stationery Office.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Project: IT Service Management

Course Code: DLBCSPITSM01

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

Course Description

Based on the contents of the course "IT Service Management", selected aspects of the core processes of ITIL are deepened, discussed, selected, and applied within the framework of a project in a concept-related manner. All theoretical methods are considered and evaluated.

Course Outcomes

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Contents

- Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management.
- The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Literature

Compulsory Reading

Further Reading

- Al-Ashmoery, Y., Haider, H., Haider, A., Nasser, N., & Al-Sarem, M. (2021). Impact of IT Service Management and ITIL Framework on the Businesses. 2021 International Conference of Modern Trends in Information and Communication Technology Industry (MTICTI), Modern Trends in Information and Communication Technology Industry (MTICTI), 2021 International Conference Of, 1–5.
- Limited, A. (2020). ITIL 4. Create, Deliver and Support. TSO.

- Limited, A. (2020). ITIL 4: Direct, Plan and Improve. TSO.
- Limited, A. (2019). ITIL foundation: ITIL (4th edition). The Stationery Office Ltd.
- Shastri, A., & Thampi, G. T. (2021). Automation of IT Service Management Processes. 2021 International Conference on Advances in Computing, Communication, and Control (ICAC3), Advances in Computing, Communication, and Control (ICAC3), 2021 International Conference On, 1–4.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Public and Global Health

Module Code: DLBBAPGH

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	None and DLBIHMIHS01	BA	10	300 h

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

Module Coordinator
Prof. Dr. Gerardo Fernandez (Global Health) / Prof. Dr. Gerardo Fernandez (Introduction to Public Health)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to Public Health (DLBIHMIPH01) ▪ Global Health (DLBIHMGH01)

Module Exam Type	
Module Exam	**Split Exam** Introduction to Public Health • Study Format "Distance Learning": Written Assessment: Written Assignment • Study Format "myStudies": Written Assessment: Written Assignment Global Health • Study Format "Duales myStudium": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Global Health

- Concepts in Global Health
- Global Health Governance: Structures and Institutions
- International Trade and Health
- One Health (Animal Health, Climate, Nutrition, Sexual and Reproductive Health)
- Conflict and Health

Introduction to Public Health

- Defining Public Health
- Infectious Diseases
- Non-Communicable Diseases
- The Role of Genetics
- Social and Behavioral Factors in Health
- Building Healthy Communities

Learning Outcomes

Global Health

On successful completion, students will be able to

- understand the social, economic, political, and cultural forces that shape health across the world.
- appreciate how social relationship, policies and political processes, as well as technological change shape the context of health and healthcare.
- discuss the appropriateness of current global health governance structures and institutions.
- identify opportunities and pitfalls with a view to international trade, health, and healthcare.
- think strategically with the awareness that global health is shaped by both the natural and the man-made environment.

Introduction to Public Health

On successful completion, students will be able to

- justify the need for evidence in strengthening public health.
- appreciate the monitoring and analysis of long-term public health trends.
- classify infectious and noninfectious diseases in terms of their importance for societal development and social as well as economic activity.
- understand the principles of identification, surveillance, and prevention of diseases.
- identify relevant sub-disciplines that contribute to building healthy communities.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Healthcare Management	All Bachelor Programs in the field of Health Affairs

Introduction to Public Health

Course Code: DLBIHMIPH01

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

Course Description

This course offers a comprehensive introduction to public health linking basic concepts to practice. It offers insight into the epidemiology of infectious diseases and non-communicable diseases, emphasizing the societal perspective. Apart from an in-depth coverage of contextual determinants of health and respective policy responses as well as aspects of community, environmental and occupational health, the course also introduces students to some of the latest research on public health genetics.

Course Outcomes

On successful completion, students will be able to

- justify the need for evidence in strengthening public health.
- appreciate the monitoring and analysis of long-term public health trends.
- classify infectious and noninfectious diseases in terms of their importance for societal development and social as well as economic activity.
- understand the principles of identification, surveillance, and prevention of diseases.
- identify relevant sub-disciplines that contribute to building healthy communities.

Contents

1. What is Public Health?
   - 1.1 Origins of Public Health: Historical Perspective
   - 1.2 Analytical Methods of Public Health
   - 1.3 Medical Care and Public Health
   - 1.4 Sources of Public Health Data
   - 1.5 Evidence-Based Public Health
2. Infectious Diseases
   - 2.1 Measuring the Burden of Infectious Diseases
   - 2.2 Bacteria, Parasites, Viruses
   - 2.3 Infectious Disease Control
   - 2.4 Vaccination
3. Non-Communicable Diseases

3.1 Measuring the Burden of Non-Communicable Diseases
3.2 The Role of Lifestyle
3.3 Structural Prevention of NCDs

4. The Role of Genetics
4.1 Genetic Technologies and Information
4.2 Phenotypes and Genotypes
4.3 Population Genetics
4.4 Public Health Genetics and Genomics
4.5 Nutrition and the microbiome

5. Social and Behavioral Factors in Health
5.1 Health, Law, Policy, and Ethics
5.2 Health and Culture
5.3 Socioeconomic Status and Health
5.4 Discrimination and Health Inequities
5.5 Social Capital, Social Cohesion, and Health

6. Building Healthy Communities
6.1 Community Health
6.2 Environmental Health
6.3 Occupational Health and Safety
6.4 Nutrition, Food and Food Safety
6.5 Health Communication, E-Health and Social Media

Literature

Compulsory Reading

Further Reading

- Berkman, L./Kawachi, I./Glymour, M. (2014): Social epidemiology. 2nd edition. Oxford University Press, Oxford.
- Riegelman, R./Kirkwood, B. (2018): Public health 101. 3rd edition, Jones & Bartlett, Burlington MA.
- Schneider, M. (2020): Introduction to public health. 6th edition, Jones & Bartlett, Burlington MA.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions	☑ Audio	

Global Health

Course Code: DLBIHMGH01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	DLBIHMIHS01

Course Description

This course highlights the view that many health issues concern many countries at the same time and are affected by transnational determinants such as climate change. Improving health around the world requires multidisciplinary approaches. In this course, students of international healthcare management will engage with cross-border determinants of health and the development of strategies to address these determinants. The course will convey an understanding of the role of international trade and the economy with regard to health and healthcare. Ultimately, the course will discuss the interconnectedness of human health within the changing natural and the man-made environment.

Course Outcomes

On successful completion, students will be able to

- understand the social, economic, political, and cultural forces that shape health across the world.
- appreciate how social relationship, policies and political processes, as well as technological change shape the context of health and healthcare.
- discuss the appropriateness of current global health governance structures and institutions.
- identify opportunities and pitfalls with a view to international trade, health, and healthcare.
- think strategically with the awareness that global health is shaped by both the natural and the man-made environment.

Contents

1. Concepts in Global Health
   - 1.1 The Evolution of Global Health
   - 1.2 Globalization, Infectious Diseases, and Global Health
   - 1.3 Noncommunicable Diseases
   - 1.4 Epidemiological Transitions
   - 1.5 Global Burden of Disease and Measurement
2. The Political Economy of Health and Development
   - 2.1 The Political Economy of Health
   - 2.2 The Political Economy of Development
   - 2.3 Recent Developments and Global Health Approaches

3. Global Health Governance: Structures and Institutions
   - 3.1 Development Goals, Regulations, and Global Health Governance
   - 3.2 Global health partnerships and governance
   - 3.3 The World Health Organization
   - 3.4 Other Stakeholders in Global Health

4. International Trade and Health
   - 4.1 The World Trade Organization, Trade Agreements, and Health
   - 4.2 Distributional Impacts
   - 4.3 Trade and Communicable Diseases
   - 4.4 Trade in Healthcare Products and Health Services

5. One Health
   - 5.1 Human and Animal Health
   - 5.2 Climate Change and Health
   - 5.3 Global Hunger, Nutrition, and Food Security
   - 5.4 Gender and Global Sexual and Reproductive Health
   - 5.5 Urbanization and health

6. Conflict and Health
   - 6.1 Impact of Conflict on Health
   - 6.2 Rebuilding Health Systems Post-Conflict

Literature

Compulsory Reading

Further Reading

- Armstrong-Mensah, E. (2017): Global health: issues, challenges, and global action. Wiley, Hoboken NJ.
- Birn, A./Pillay, Y./Holtz, T. (2017): Textbook of global health. 4th edition. Oxford University Press, Oxford.
- Jacobsen, K. (2018): Introduction to global health. 3rd edition, Jones & Bartlett, Burlington MA.
- Merson, M./Black, R./Mills, A. (eds.): Global health: Diseases, programs, systems, and policies. 4th edition, Jones & Bartlett, Burlington MA.

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Managing People and Fundamentals of Business Psychology

Module Code: DLBBAEMPFB_E

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

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

Module Coordinator
Prof. Dr. Stefanie Rödel (Introduction to New Work) / Prof. Dr. Stephan de la Rosa (Business Psychology)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to New Work (DLBNWENW01_E) ▪ Business Psychology (DLBMPS01_E)

Module Exam Type	
Module Exam	**Split Exam** Introduction to New Work • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Business Psychology • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Introduction to New Work

- Working World of the Future
- Concept Development
- New Work as an Interdisciplinary Approach
- Megatrends
- Effects of Agile Organization Forms
- Leadership and Cooperation in New Work
- Empowerment
- Competence Development
- General Conditions

Business Psychology

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

Learning Outcomes

Introduction to New Work

On successful completion, students will be able to

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

Business Psychology

On successful completion, students will be able to

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

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

Introduction to New Work

Course Code: DLBNWENW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

4. 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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Business Psychology

Course Code: DLBMPS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Business Psychology
   - 1.1 Business Psychology
   - 1.2 Human Behavior in the Economy

2. Fundamental Processes of Economic Behavior
   - 2.1 Perception and Processing of Information
   - 2.2 The Senses
   - 2.3 Emotions
   - 2.4 Decision-Making Theories and Decision Anomalies

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

4. Psychology of Microeconomic Processes I
   - 4.1 Psychology of Work Design
   - 4.2 Psychology of Job Satisfaction
   - 4.3 Psychology of Workload

5. Psychology of Microeconomic Processes II
   - 5.1 Communication Psychology
   - 5.2 Groups
   - 5.3 Conflicts
   - 5.4 Leadership

6. Psychology of Macroeconomic Processes
   - 6.1 Classical Economics
   - 6.2 Keynesian Economics
   - 6.3 Behavioral Economics
   - 6.4 Propsect Theory
   - 6.5 Nudge Theory

7. Psychology of Change
   - 7.1 Organizational Change
   - 7.2 Lewin's Change Model
   - 7.3 Transtheoretical Model of Change (TTM)
   - 7.4 Social Cognitive Theory

7.5 Self-Determination Theory

8. The Future of Work
   - 8.1 A Changing Workplace
   - 8.2 Artificial Intelligence (AI)
   - 8.3 Virtual Reality (VR)

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
	☑ Audio	

Applied Sales

Module Code: DLBDSEAS

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

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

Module Coordinator
Tanja Moehler (Applied Sales I) / Tanja Moehler (Applied Sales II)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Applied Sales I (DLBDSEAS01) ▪ Applied Sales II (DLBDSEAS02)

Module Exam Type	
Module Exam	**Split Exam** Applied Sales I • Study Format "Distance Learning": Exam, 90 Minutes Applied Sales II • Study Format "Distance Learning": Exam or Advanced Workbook, 90 Minutes

Module Contents

Applied Sales I

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

Applied Sales II

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

Learning Outcomes

Applied Sales I

On successful completion, students will be able to

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

Applied Sales II

On successful completion, students will be able to

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

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

Applied Sales I

Course Code: DLBDSEAS01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2.1 Forms of Sales
2.2 Sales Organisation
2.3 Key Account Management
2.4 Multi-Channel Distribution

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

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

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

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

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

Applied Sales II

Course Code: DLBDSEAS02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Marketing and Sales
   - 1.1 Marketing and Business Philosophy
   - 1.2 Sales Marketing in Different Economic Sectors
   - 1.3 Relationship Marketing

1.4 (International) Marketing and Sales Integration

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

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

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

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

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

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

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

Literature
Compulsory Reading

Further Reading

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Advanced Workbook, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Business Intelligence

Module Code: DLBCSEBI

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

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

Module Coordinator
Prof. Dr. Maik Drozdzynski (Business Intelligence) / Prof. Dr. Silke Vaas (Project: Business Intelligence)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Business Intelligence (DLBCSEBI01) ▪ Project: Business Intelligence (DLBCSEBI02)

Module Exam Type	
Module Exam	**Split Exam** Business Intelligence • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Business Intelligence • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Business Intelligence

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

Project: Business Intelligence

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

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.

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

Literature

Compulsory Reading

Further Reading

- Grossmann, W., & Rinderle-Ma, S. (2015). Fundamentals of business intelligence. Springer.
- Sharda, R., Delen, D., & Turban, E. (2015). Business intelligence and analytics: Systems for decision support (10th ed.). Pearson.
- Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
- Vaisman, A., & Zimányi, E. (2022). Data warehouse systems: Design and implementation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

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

- Liedtka, J. (2018). Why design thinking works. Harvard Business Review, 2018(9), 72–79.
- Meinel, C., & Leifer, L. J. (2021). Design thinking research: Interrogating the doing. Springer International Publishing.
- Meinel, C., Plattner, H., & Leifer, L. (2011). Design thinking: Understand – Improve – Apply. Springer Berlin Heidelberg.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Agile Management and Global Sourcing

Module Code: DLBBAAMGS

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

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

Module Coordinator
Prof. Dr. John Stanley (Agile Management) / Dr. Muslum Ibrahimov (Global Sourcing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Agile Management (DLBNWAM01_E) ▪ Global Sourcing (DLBLOGC102_E)

Module Exam Type	
Module Exam	**Split Exam** Agile Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Global Sourcing • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Agile Management

- Introduction to Agile Management
- Drivers of Agility
- Agile Methods
- Agile Organization
- Agile Leadership
- Agile Planning
- Agile Staff Deployment
- Control in Agile Organizations
- Digital Tools as a Prerequisite for Agility
- Critical Reflection

Global Sourcing

- 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

Agile Management

On successful completion, students will be able to

- explain the concept of agile management and name the basic principles as well as the drivers of agility.
- identify important concepts of agilitysuch as Scrum and Kanban and their characteristics.
- describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).
- understand the limits and risks of agility.

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

Agile Management

Course Code: DLBNWAM01_E

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

Course Description

Agility is a new concept that is found in both corporate practice and management literature as a key element of corporate and employee leadership. The course therefore aims for highlighting the meaning as well as the specifics of agile management and to give students an overview of the current state of discussion. The course defines the concepts of agility and agile management and addresses the drivers of agility and the agile concepts, including practical tools such as Scrum and Kanban. The course further defines the concept of management in terms of its functional dimensions (i.e. where management deals with a set of predefined tasks) in order to be able to make a distinction to the institutional dimension of management. Since agility should not be seen as a solution for all corporate issues as it can have its limitations and conflicts, the course concludes with a critical reflection on the influence of agility on the management functions "organization, leadership, planning, staff deployment and control". Agility is not equally suitable for all tasks and can be a health risk for very strongly intrinsically motivated employees. In addition, the simultaneous presence of agile thinking coupled with the hierarchical organizational principle often leads to conflicts that can result in productivity losses.

Course Outcomes

On successful completion, students will be able to

- explain the concept of agile management and name the basic principles as well as the drivers of agility.
- identify important concepts of agilitysuch as Scrum and Kanban and their characteristics.
- describe the basic principles of agile management and explain the influences of agility in relation to the functional management dimensions (organization, leadership, planning, staff deployment, control).
- understand the limits and risks of agility.

Contents

1. Introduction to Agile Management
   - 1.1 Introduction to the topic
   - 1.2 Definition of the term management
   - 1.3 Definition of the term agility
   - 1.4 Agility and Mindset

2. Drivers of Agility
   - 2.1 Agility in response to change
   - 2.2 External drivers for agility
   - 2.3 Internal drivers for agility

3. Agile Concepts
   - 3.1 Scrum
   - 3.2 Kanban
   - 3.3 Further agile methods

4. Agile Organization
   - 4.1 Concept of agile organization
   - 4.2 Self-organization as a core element
   - 4.3 Transformation and maturity model of the organization
   - 4.4 Transformer model for agile organizational development

5. Agile Leadership
   - 5.1 Changed role of the manager
   - 5.2 Concept and principles of agile leadership
   - 5.3 Self-management as a prerequisite for agility

6. Agile Planning
   - 6.1 Concept and principles of agile planning
   - 6.2 Agile Planning
   - 6.3 New planning methods

7. Agile Staff Deployment
   - 7.1 Concept and classification in the staff management process
   - 7.2 Agile strategic workforce planning
   - 7.3 Framework conditions for agile staff deployment

8. Control in Agile Organizations
   - 8.1 Concept and function of control
   - 8.2 Agility and control - a contradiction?
   - 8.3 Management control systems in change

9. Digital Tools as a Prerequisite for Agility
   - 9.1 Collaboration Tools
   - 9.2 New Technologies

10. Critical Reflection
    - 10.1 Agility as a panacea
    - 10.2 Agility as a health risk
    - 10.3 Agility and hierarchy

Literature

Compulsory Reading

Further Reading

- Moran, A. (2015). Managing Agile. Strategy, implementation, organisation, and people. Springer.
- Moreia, M. (2013). Being Agile: Your roadmap to successful adoption of Agile. Apress.
- Stellman, A., & Greene, J. (2014). Learning Agile. O'Reilly Media.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

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

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Personnel Psychology and Corporate Communication

Module Code: DLBBAEPPCC

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

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

Module Coordinator
Prof. Dr. Gregor Nimz (Personnel Psychology) / Christina Abdel Shafi (Corporate Communication)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Personnel Psychology (DLBWPPUB01_E) ▪ Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type	
Module Exam	**Split Exam** Personnel Psychology • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Corporate Communication • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Personnel Psychology

- Tasks and Challenges of Personnel Psychology
- Requirement Analysis
- Recruitment
- Personnel Marketing and Employer Branding
- Personnel Selection
- Onboarding - Integration of New Employees
- Competency Management and Personnel Development
- Performance Review
- Legal Aspects

Corporate Communication

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

Learning Outcomes

Personnel Psychology

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

Corporate Communication

On successful completion, students will be able to

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

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Psychology and Public Relations Management	All Bachelor Programs in the Social Sciences and Marketing & Communication fields

Personnel Psychology

Course Code: DLBWPPUB01_E

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

Course Description

As a result of technological change, organizations and companies need more and more employees with specialized skills and competencies, which are increasingly less available in the required number and quality. In addition, they no longer apply to companies on their own initiative. The recruitment market has now developed from an employer market to an applicant market. In order to nevertheless cover the demand for employees, companies must increasingly take unusual paths. They are also required to ensure a match between position, company and employee. For this purpose, knowledge of personnel psychology is just as indispensable as measures to develop skills and competencies required for corporate success.
Students learn the common terms, theoretical approaches and methods for checking the fit between applicant/interested party and workplace as well as various methods for recruiting new employees. Furthermore, the importance and the way of integrating new personnel in the organization will be discussed. Students will be familiarized with the role and function of competency management as a basis for selection and planning of development measures. Instruments for the evaluation of action results as well as legal framework conditions round off the course.
After completing the course, students are able to initiate, carry out and supervise the entire cycle of an employee in the company in a qualified and competent manner.

Course Outcomes

On successful completion, students will be able to

- know and explain the tasks and processes of modern personnel psychology.
- explain the most important theories and methods in the area of the requirement analysis, employee recruiting, selection, development and evaluation.
- explain, reflect, select and apply appropriate instruments of personnel psychology depending on the requirements and setting.
- independently develop suitable formats to answer personnel-psychologically relevant business questions.

Contents

1. Tasks and Challenges of Personnel Psychology
   - 1.1 Introduction to personnel psychology
   - 1.2 Market and technology dynamics
   - 1.3 Organizational dynamics and value dynamics

2. Requirement Analysis
   - 2.1 Definition and goals
   - 2.2 Methods and procedures
   - 2.3 Job profiles

3. Employee Recruitment
   - 3.1 Definition and methods of address
   - 3.2 Sources and ways of addressing

4. Personnel Marketing and Employer Branding
   - 4.1 Definition, goals and personnel marketing mix
   - 4.2 Differentiation between personnel marketing and employer branding
   - 4.3 Building an employer brand
   - 4.4 Importance of employer branding and employer branding strategy

5. Personnel Selection
   - 5.1 Personnel selection process
   - 5.2 Quality criteria
   - 5.3 Types of personnel selection procedures

6. Onboarding - Integration of New Employees
   - 6.1 Goals and benefits
   - 6.2 Theoretical bases and measures

7. Competency Management and Personnel Development
   - 7.1 Subject areas and tools of competency management
   - 7.2 Diagnosis of the development needs
   - 7.3 Development measures
   - 7.4 Transfer security

8. Performance Review
   - 8.1 Behavioral assessment and feedback culture
   - 8.2 Performance Review

9. Legal Aspects
   - 9.1 Termination and dissolution
   - 9.2 Work references

Literature

Compulsory Reading

Further Reading

- Borman, W. C., Ilgen, D. R., Klimoski, R. J., & Weiner, I. B. (Eds.) (2012). Handbook of psychology: Vol. 12. Industrial and organizational psychology. John Wiley & Sons.
- Goldstein, H. W., Pulakos, E. D., Semedo, C., & Passmore, J. (Eds.) (2017). The Wiley Black-well handbook of the psychology of recruitment, selection and employee retention. John Wiley & Sons.
- Prien, E. P., Goodstein, L. D., Goodstein, J., & Gamble, L. G. (2009). A practical guide to job analysis. John Wiley & Sons.
- Rothmann, S., & Cooper, C. L. (2022). Work and organizational psychology (3rd ed.). Routledge.
- Whetzel, D. L., & Wheaton, G. R. (Eds.) (2015). Applied measurement: Industrial psychology in human resources management. Lawrence Erlbaum Associates.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Corporate Communication

Course Code: DLBPRWCCPR01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3.2 Corporate Language
3.3 Corporate Culture

4. Corporate Identity in Focus
   4.1 Visual Branding: Corporate Design
   4.2 Non-Visual Branding: Corporate Identity

5. Corporate Communication and Digitalization
   5.1 Challenges of Multi-Channel Communication
   5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

- Argenti, P. A. (2022). Corporate communication (8th ed.). McGraw Hill.
- Brinkert, R., & Chewning, L. V. (2020). Strategic corporate communication: Core concepts for managing your career and your clients' brands. Cognella Academic Publishing.
- Cornelissen, J. P. (2017). Corporate communication: A guide to theory and practice (5th ed.). Sage Publications.
- Field, J. (2021). Influential internal communication: Streamline your corporate communication to drive efficiency and engagement. Kogan Page.
- Schneider, B., & Barbera, K. M. (2014). The Oxford handbook of organizational climate andculture. Oxford University Press.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Intrapreneurship

Module Code: DLBEPWIP_E

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

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

Module Coordinator
Prof. Dr. Mirko Bendig (Innovation Management) / Prof. Dr. Inga Schlömer (Project: Design Thinking)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Innovation Management (DLBEPWIP01_E) ▪ Project: Design Thinking (DLBINGDT01_E)

Module Exam Type	
Module Exam	**Split Exam** Innovation Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Design Thinking • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Innovation Management

- Understanding Innovation
- Planning Innovation
- Developing Innovation
- Implementing Innovation in the Market
- Case Studies and Examples of Innovation Management

Project: Design Thinking

- Basic Principles of Design Thinking
- The Design Thinking Micro Process
- The Design Thinking Macro Process
- Methods for Early Phases of the Process
- Methods for Idea Generation
- Methods for Prototyping and Testing
- Space Concepts for Design Thinking
- Examples and Case Studies

Learning Outcomes

Innovation Management

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Project: Design Thinking

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

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

Innovation Management

Course Code: DLBEPWIP01_E

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

Course Description

Innovation management has a high relevance for the success of a company. Students receive a basic understanding of innovation management and its significance from an economic and business perspective. In addition to the different innovation strategies, the function and organization of innovation as well as the innovation culture in a company and the phases of the innovation process are presented in detail and classified within strategic management and product management.
For each phase of the innovation process concrete instruments are introduced and their advantages and disadvantages will be examined. After the discussion of selected creativity techniques for the generation of ideas, the Lead User Approach, the Open Innovation approaches and the Conjoint Analysis Methodology will be discussed. In the innovation evaluation phase, students will be familiarized with instruments such as scoring models. As the final stage of the innovation process, an understanding of the implementation of innovations on the market will be conveyed. Finally four concrete case studies are going to be explained for the purpose to demonstrate the innovation practice in different companies.

Course Outcomes

On successful completion, students will be able to

- explain the importance of innovation as a driving force for the overall economic development as well as for the start-up or further development of a company.
- describe the design of an innovation strategy and explain the different organizational forms of the innovation function.
- understand the importance of a supportive innovation culture and how innovation management is designed as part of strategic management.
- analyze and design the important steps that a successful innovation process involves
- explain the elements of a creative innovation development and a subsequent innovation evaluation and selection.
- describe the market launch of an innovation.

Contents

1. Understanding Innovation
   - 1.1 Basics of innovation management
   - 1.2 Economic and business significance of innovations
   - 1.3 Features of innovations

1.4 Innovation types
1.5 Success factors of innovations

2. Planning Innovation
   2.1 Definition and development of innovation strategies
   2.2 Organization of the innovation function
   2.3 Different organizational forms of innovation management
   2.4 Shaping a culture of innovation and promoting intrapreneurship
   2.5 Role and function of the innovation manager

3. Developing Innovation
   3.1 Concepts and models of common innovation processes
   3.2 Advantages and disadvantages of innovation process models
   3.3 Stimuli and idea generation for innovations
   3.4 Lead User and Open Innovation approaches
   3.5 Idea evaluation and selection

4. Implementing Innovation in the Market
   4.1 Operational implementation of the innovation
   4.2 Innovation Marketing
   4.3 Market launch
   4.4 Intellectual property rights

5. Case Studies and Examples of Innovation Management
   5.1 Innovation process from practice
   5.2 Digital Innovation Management
   5.3 Innovation Lab
   5.4 Start-up Accelerator / Incubator

Literature

Compulsory Reading

Further Reading

- Christensen, C.M. (2016): Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Management of Innovation and Change. Harvard Business Review Press, Boston.
- Tidd, J./Bessant, J.R. (2014): Strategic Innovation Management. 1st Edition, Wiley, New York.
- Dodgson, M./ Gann, D.M./Phillips, N. (2013): The Oxford Handbook of Innovation Management. Oxford Handbooks, Illustrated Edition, Oxford.

- Gassmann, O./Schweitzer, F. (2013): Management of the Fuzzy Front End of Innovation. Springer, Berlin.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Project: Design Thinking

Course Code: DLBINGDT01_E

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

Course Description

In this course students will receive a practical introduction to Design Thinking. In addition to teaching the individual basic principles, the procedures in Design Thinking will also be examined in detail. In order not only to understand Design Thinking but also to experience it, selected methods for the individual process steps will be presented and practiced on an example project.

Course Outcomes

On successful completion, students will be able to

- know the mindset of Design Thinking.
- know the individual phases of the incremental micro cycle and carry them out on an example project.
- know the individual stages of prototyping and apply them in an example project.
- know and use methods and tools for the individual steps of the micro cycle.
- know different space concepts for Design Thinking work environments.
- know examples for the application of Design Thinking by means of business case studies.

Contents

1. Basic Principles of Design Thinking
2. The Design Thinking Micro Process
3. The Design Thinking Macro Process
4. Methods for Early Phases of the Process
5. Methods for Idea Generation
6. Methods for Prototyping and Testing
7. Examples and Case Studies

Literature

Compulsory Reading

Further Reading

- Brown, T. (2008). Design Thinking. Harvard Business Review, June, 84–95.
- Brown, T., & Kātz, B. (2019). Change by design: How design thinking transforms organizations and inspires innovation (Revised and updated edition). Harper Business.
- IDEO. (2015). The field guide to human-centered design: Design kit (1st ed.). IDEO.
- Lewrick, M., Patrick, L., & Leifer, L. (2018). The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems. John Wiley & Sons.
- Lewrick, M., Patrick, L., & Leifer, L. (2020). Design Thinking Toolbook. John Wiley & Sons.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Online and Social Media Marketing

Module Code: DLBMSM-01_E

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

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

Module Coordinator
Prof. Dr. Josephine Zhou-Brock (Online Marketing) / Prof. Dr. Josephine Zhou-Brock (Social Media Marketing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Online Marketing (DLBMSM01-01_E) ▪ Social Media Marketing (DLBMSM02-01_E)

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

Module Contents

Online Marketing

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

Social Media Marketing

- Basics of Social-Media-Marketing
- Social Media Marketing Within the Overall Marketing Mix
- Social Media Landscape
- Developing a Social Media Strategy
- The Role of Social Media in Innovation Management
- Operational Social Media Marketing
- Legal Terms and Conditions of Social Media
- Developments in Social Media Marketing

Learning Outcomes

Online Marketing

On successful completion, students will be able to

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

Social Media Marketing

On successful completion, students will be able to

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

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

Online Marketing

Course Code: DLBMSM01-01_E

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

Course Description

This course uses interdisciplinary fundamentals that enable students to deal with the topic of Online Marketing in an operative and strategic way. This includes business and economic principles as well as communicative multimedia basics or the consideration of the basic tonality of Online Marketing channels. This holistic view is essential for strategic planning: In addition to considering the positioning of companies in the World Wide Web, the course will also work out how Online Marketing appearances can be optimized. The measurement of success and evaluation of relevant key figures complete the comprehensive basis for the whole module.
The Online Marketing course teaches basic technical terms and concepts. These include the online communication process, added value of Online Marketing as well as electronic value creation and business models. Based on this knowledge, the course discusses aspects of product suitability, pricing policy, distribution policy, the various forms of marketing and distribution on the Internet. The course expands the understanding of the strategic and especially operational Online Marketing elements such as the planning and realization of advertising campaigns through various sales channels. In addition, the increasing development of mobile communication is taken into account and Mobile Marketing is considered as part of the Online Marketing Mix.
To understand the behavior of online customers the course deals with the specific effects of advertising in regards to Online Marketing. Based on the principles of customer acquisition, the course discusses customer retention and loyalty in Online Marketing, strategies and tactics for increasing customer numbers, online campaigns and the importance of online relationships. Students learn the ropes of legal aspects and the principles of the General Data Protection Regulation (GDRP) 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. Online Marketing Basics
   - 1.1 Development and Concept of Online Marketing
   - 1.2 The Online Communication Process
   - 1.3 Electronic Added Value
   - 1.4 The Role of Online Marketing in the Marketing Mix
   - 1.5 Electronic Business Concepts and Platforms
   - 1.6 Current Developments and Trends

2. Online Marketing Forms and Channels
   - 2.1 Overview of Online Marketing Forms
   - 2.2 Affiliate and Search Engine Marketing
   - 2.3 Display Advertising and Email Marketing
   - 2.4 Social Media and Influencer Marketing
   - 2.5 Content Marketing and Storytelling
   - 2.6 Viral Marketing and Word-of-Mouth Marketing
   - 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 Set Goals and Creating a Base
   - 3.2 The Customer Journey
   - 3.3 The Right Channel Mix
   - 3.4 Defining and Analyzing KPIs

4. Online Media Planning
   - 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 Mobile Commerce
6.1 Basics and Classification of Mobile Marketing
6.2 Mobile Web Versus Apps
6.3 QR Code Marketing and Location-Based Services
6.4 Mobile Commerce and Mobile Payment
6.5 Success Factors of Mobile Campaigns

7. Online Law
7.1 Legal Aspects of Online Marketing
7.2 Copyright and Handling User-Generated Content
7.3 The Right to One's Own Image
7.4 General Data Protection Regulation (GDPR)

8. Online Customer Loyalty and Service
8.1 The AIDA Model - Expansions for Online Marketing
8.2 Customer Acquisition and Loyalty in Online Marketing
8.3 Online Customer Service
8.4 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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Written Assessment: Written Assignment

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

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 The Development of Social Media and the Concept of Social Media Marketing
   - 1.2 Social Implications of Social Media
   - 1.3 The Features, Types, and Areas of Application of Social Media Marketing
   - 1.4 Classification and Activities of Social Media Users

2. Social Media Marketing Within the Overall Marketing Mix
   - 2.1 Opportunities and Risks of Social Media
   - 2.2 The Groundswell POST Method
   - 2.3 Integration within the Traditional Marketing Mix
   - 2.4 Social Media as a Customer 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 at Companies

3. Social Media Landscape
   - 3.1 Overview of the Social Media Landscape
   - 3.2 Profiles of the Most Relevant Social Media Channels
   - 3.3 Target Audience/User Groups

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

5. The Role of Social Media in Innovation Management
   - 5.1 The Importance of the Crowd and its Applications
   - 5.2 Innovations are made possible by 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 Terms and Conditions of Social Media
7.1 Legal Terms and Conditions of using Social Media
7.2 General Data Protection Regulation (GDPR)
7.3 User-generated Content
7.4 Facebook Pixel

8. Developments in Social Media Marketing
8.1 Social Media in a Time of Digital Transformation: A new kind of Consumption
8.2 Social Products and Brands
8.3 Social Commerce and Social Selling
8.4 Instant Messengers and Bots
8.5 The Terms "Post-Factual" and "Post-Digital"
8.6 Open Leadership and Dealing with Loss of Control

Literature

Compulsory Reading

Further Reading

- Aral, S. (2020). The hype machine. How social media disrupts our elections, our economy, and our health – and how we must adapt. Random House.
- Barker, M. S., Barker, D. I., Borman, N. F., Roberts, M. L. & Zahay, D. (2017). Social media marketing. A strategic approach (2nd ed.). CENGAGE Learning.
- Butow, E., Allton, M., Herman, J., Liu, S., & Robinson, A. (2020). Ultimate guide to social media marketing. Entrepreneur Press, Fitch.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Fundamentals of Operations Research

Module Code: DLBBAEFOR_E

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

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

Module Coordinator
Prof. Dr. Manuela Ender (Operations Research) / Prof. Dr. Veronica Mas (Mathematics: Linear Algebra)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Mathematics: Linear Algebra (DLBDSMFLA01) ▪ Operations Research (DLBBAEFOR01_E)

Module Exam Type	
Module Exam	**Split Exam** <u>Mathematics: Linear Algebra</u> • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes <u>Operations Research</u> • Study Format "Distance Learning": Exam or Written Assessment: Case Study, 90 Minutes • Study Format "myStudies": Exam or Written Assessment: Case Study, 90 Minutes

Module Contents

Operations Research

- Quantitative decision support
- Linear optimization
- Graph theory
- Network planning and project management
- Simulation
- Queuing systems

Mathematics: Linear Algebra

- Matrix Algebra
- Vector Spaces
- Linear and Affine Transformations
- Analytical Geometry
- Matrix Decomposition

Learning Outcomes

Operations Research

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Mathematics: Linear Algebra

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

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

Mathematics: Linear Algebra

Course Code: DLBDSMFLA01

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

Course Description

Linear algebra is a fundamental subject in mathematics. Its historical origin lies in the development of solution techniques for systems of linear equations arising from geometric problems. Numerous scientific and engineering applications can be solved using its methods. This course introduces the foundations of linear algebra and its basic notions like vectors and matrices. It then builds upon this foundation by introducing the derivation of solution techniques for problems in analytical geometry.

Course Outcomes

On successful completion, students will be able to

- explain fundamental notions in the domain of linear equation systems.
- exemplify properties of vectors and vector spaces.
- summarize characteristics of linear and affine mappings.
- identify important relations in analytical geometry.
- utilize different methods for matrix decomposition.

Contents

1. Foundations
   - 1.1 Systems of Linear Equations
   - 1.2 Matrices: Basic Terms
   - 1.3 Matrix algebra
   - 1.4 Matrices as compact representations of linear equations
   - 1.5 Inverse and trace
2. Vector Spaces
   - 2.1 Definition
   - 2.2 Linear Combination and Linear Dependance
   - 2.3 Basis, Linear Envelope, and Rank
3. Linear and Affine Mapping
   - 3.1 Matrix Representation of Linear Mappings
   - 3.2 Image and Kernel

3.3 Affine Spaces and Subspaces
3.4 Affine Mapping

4. Analytical Geometry
4.1 Norm
4.2 Scalar Product
4.3 Orthogonal Projections
4.4 Outlook: Complex Numbers

5. Matrix Decomposition
5.1 Determinant
5.2 Eigenvalues and Eigenvectors
5.3 Cholesky Decomposition
5.4 Eigenvalue Decomposition and Diagonalisation
5.5 Singular Value Decomposition

Literature

Compulsory Reading

Further Reading

- Aggarwal, C.C. (2020). Linear Algebra and Optimization for Machine Learning: A Textbook. Springer.
- Mathai, A. M., & Haubold, H. J. (2017). Linear algebra, a course for physicists and engineers (1st ed.) De Gruyter.
- Neri, F. (2019). Linear algebra for computational sciences and engineering (2nd ed.) Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Operations Research

Course Code: DLBBAEFOR01_E

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

Course Description

The term Operations Research (OR) refers to the development and application of quantitative models and methods for decision support in companies and organizations. Applications can be found in all areas of business administration, especially in production planning, supply chain management, distribution, location planning, warehousing, personnel planning and scheduling, as well as financial planning. This course introduces OR and its applications. The terminological fundamentals of the problem, model and method are presented. Further emphasis is put on graphs and basic graph algorithms. In addition, the course focuses on linear optimization, especially linear programs, simplex methods and sensitivity analysis. A special focus is the modelling of economic problems (decision, planning and optimization problems). Basic computer skills relevant for operations research are presented by means of spreadsheet calculation (esp. Microsoft Excel).

Course Outcomes

On successful completion, students will be able to

- describe the essential methodological foundations of optimization problems and their applications in various areas.
- know basic procedures from the fields of decision analysis, linear optimization, and integer linear optimization.
- apply various methods of decision support theoretically and also tool supported.
- model operational planning and decision problems such as transport problems or network flow problems and understand algorithms to solve these problems effectively.
- know the essential properties of these algorithms and applications relevant to business management.

Contents

1. Introduction to Quantitative Decision Support
   - 1.1 Definition: Operations Research as a Structured Problem-Solving Approach
   - 1.2 Terminology: Models, Methods, and Algorithms
   - 1.3 Decision Support and Decision Theory
   - 1.4 Fields and Applications of Operations Research
   - 1.5 Software Applications in Operations Research

2. Fundamentals of Linear Optimization
   - 2.1 Definition: Linear Optimization and Properties
   - 2.2 Forms of Linear Optimization
   - 2.3 Simplex Algorithm
   - 2.4 Special Cases and Sensitivity Analysis

3. Application of Linear Optimization
   - 3.1 Production Program Planning
   - 3.2 Supply Chain Management and the Transport Problem
   - 3.3 Financing and Investment
   - 3.4 Game Theory

4. Further Optimization Approaches
   - 4.1 Integer and Combinatorial Optimization
   - 4.2 Application: Branch-And-Bound Procedures
   - 4.3 Dynamic Optimization
   - 4.4 Nonlinear Optimization

5. Graph Theory
   - 5.1 Fundamentals and Concepts of Graph Theory
   - 5.2 Structural Modelling Using Graphs
   - 5.3 Shortest Paths in Graphs

6. Network Planning and Project Management
   - 6.1 Elements and Methods of Network Planning
   - 6.2 Structure, Time Planning, and Gantt charts
   - 6.3 Cost and Capacity Planning

7. Simulation and Queuing Systems
   - 7.1 Basic Types of Simulation
   - 7.2 Deterministic Simulation: Systems and Model Experiments
   - 7.3 Stochastic Simulation: Waiting Queue Systems and Models
   - 7.4 Applications of Simulation

8. Application: Operations Research Implementation with a Spreadsheet
   - 8.1 Integer Linear Optimization
   - 8.2 Shortest Paths in Graphs and Traveling Salesman Problems
   - 8.3 Simulation of a Queue Problem

Literature
Compulsory Reading
Further Reading ▪ Eiselt, H. A./Sandblom, C.-L. (2013): Operations research: A model-based approach. 2nd ed., Springer Texts in Business and Economics, Berlin. ▪ Khachay, M./Kochetov, Y./Pardalos, P. (Eds.) (2019): Mathematical Optimization Theory and Operations Research: 18th International Conference, MOTOR 2019, Ekaterinburg, Russia, July 8-12, 2019, Proceedings. 1st ed., Springer International Publishing, Cham. ▪ Poler, R./Mula, J./Díaz-Madroñero, M. (2016): Operations research problems: Statements and solutions. Softcover reprint of the original 1st edition 2014, Springer, London. ▪ Sharma, J. K. (2016): Operations research: Theory and applications. 6th ed., Trinity Press, New Delhi.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	Exam or Written Assessment: Case Study, 90 Minutes

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	☑ Guideline

Smart Factory

Module Code: DLBDSESF

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

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

Module Coordinator
Sahar Qaadan (Smart Factory) / Dr. Sahar Qaadan (Project: Smart Factory)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Smart Factory (DLBDSESF01) ▪ Project: Smart Factory (DLBDSESF02)

Module Exam Type	
Module Exam	**Split Exam** Smart Factory • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: Smart Factory • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Smart Factory

- Motivation and Definition of Terms
- Development of Automation
- Technological Basics and Standards
- Basic concepts of a Smart Factory
- Reference Architectures
- Smart Factory Engineering
- Safety and Security

Project: Smart Factory

A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Learning Outcomes

Smart Factory

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Project: Smart Factory

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the fields of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology field

Smart Factory

Course Code: DLBDSESF01

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

Course Description

In this course, students will gain a deeper insight into the networking and digitization of production facilities by examining a Smart Factory. For this purpose, they will be familiarized with the basic goals of a Smart Factory in the context of the research complex Industry 4.0. After a brief introduction to the history of automation, students will learn the technical basics and standards required to design and operate a Smart Factory. Building on this, they will learn how these individual technologies are used to implement the central concepts of a Smart Factory. In order to understand which components a Smart Factory consists of, different reference architectures are presented and compared. The course concludes with the special engineering challenges of an autonomously acting and decentralized production plant. Above all, this includes IT security, which is particularly relevant due to the digital networking of production facilities and products.

Course Outcomes

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Contents

1. Motivation and Definition of Terms
   - 1.1 Goals of Smart Factory
   - 1.2 Internet of Things
   - 1.3 Cyber-Physical Systems
   - 1.4 Cyber-Physical Production Systems
   - 1.5 Smart Factory as a Cyber-Physical (Production) System

2. Development of Automation
   - 2.1 Automation Pyramid
   - 2.2 Networked, Decentralized Organization of Production
   - 2.3 Future Challenges

3. Technological Basics and Standards
   - 3.1 Identification of Physical Objects
   - 3.2 Formal Description Languages and Ontologies
   - 3.3 Digital Object Memory
   - 3.4 Physical Situation Recognition
   - 3.5 (Partially) Autonomous Action and Cooperation
   - 3.6 Human-Machine Interaction
   - 3.7 Machine to Machine Communication

4. Basic Concepts of a Smart Factory
   - 4.1 Order-Controlled Production
   - 4.2 Bundling of Machine and Production Data
   - 4.3 Supporting People in Production
   - 4.4 Intelligent Products and Resources
   - 4.5 Smart Services

5. Reference Architectures
   - 5.1 Purpose and Properties of Reference Architectures
   - 5.2 Overview of Standardization Initiatives
   - 5.3 CyProS Reference Architecture
   - 5.4 RAMI 4.0 (DIN SPEC 91345)

6. Smart Factory Engineering
   - 6.1 Classification of Different Engineering Tools
   - 6.2 Virtual Engineering
   - 6.3 User-Centered Design
   - 6.4 Requirements Engineering
   - 6.5 Modelling
   - 6.6 Integration of Classic and Smart Components

Literature
Compulsory Reading

Further Reading

- Butun, I. (2020). Industrial IoT: Challenges, design principles, applications, and security. Springer.
- Drossel, W. G., Ihlenfeldt, S., Lanzger, T., & Dumitrescu, R. (2019). Cyber-physical systems. In R. Neugebauer (Ed.), Digital transformation (pp. 189—213). Springer.
- Durakbasa, N. M., & Gençyılmaz, M. G. (Eds.). (2021). Digital conversion on the way to Industry 4.0. Springer.
- Ustundag, A., & Cevikcan, E. (2018). Industry 4.0: Managing the digital transformation. Springer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Project: Smart Factory

Course Code: DLBDSESF02

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

Course Description

In this course, students select a concrete task from the catalog of topics provided in consultation with the seminar leader. They will work on the task in a prototyping environment suited to the task, which can be either a hardware (e.g., prototyping boards) or software (e.g., technology-specific development environments) environment. To complete the task, students apply the concepts, methods, and tools taught in the Smart Factory I course. They document their results with a project report.

Course Outcomes

On successful completion, students will be able to

- have a deeper understanding of the technologies and standards in the context of Smart Factory.
- apply technologies in the context of Smart Factory to a simple practical example.
- design a hardware or software prototype for a selected task.
- document, design, and develop activities in the form of a project report.

Contents

- A catalogue with the currently provided tasks is provided on the online platform of the module. It provides the content basis of the module and can be supplemented or updated by the seminar leader.

Literature

Compulsory Reading

Further Reading

- Arey, D., Le, C. H. & Gao, J. (2021). Lean industry 4.0: a digital value stream approach to process improvement. Procedia Manufacturing, 54, 19–24.
- Hartmann, L., Meudt, T., Seifermann, S. & Metternich, J. (2018). Value stream method 4.0: holistic method to analyse and design value streams in the digital age. Procedia CIRP, 78, 249–254.
- Luscinski, S. & Ivanov, V. (2020). A Simulation Study of Industry 4.0 Factories based on the Ontology on Flexibility with using FlexSim Software. Management and Production Engineering Review (volume 11, number 3), S. 74–83.

- Meroni, G., Baresi, L., Montali, M. & Plebani, P. (2017). Multi-party business process compliance monitoring through IoT-enabled artifacts. Information Systems, 73, 61-78.
- OMG (2014). Business Process Model and Notation (BPMN). Version 2.0.2

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Exam Preparation
☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Introduction to Data Science and Programming with Python

Module Code: DLBBAEIDSP-01_E

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

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

Module Coordinator
Ha Ngo (Introduction to Data Science) / Yan Zhu (Introduction to Programming with Python)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Introduction to Data Science (DLBDSIDS01-01) ▪ Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type	
Module Exam	**Split Exam** Introduction to Data Science • Study Format "Distance Learning": Advanced Workbook • Study Format "myStudies": Advanced Workbook Introduction to Programming with Python • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes

Introduction to Data Science

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Introduction to Programming with Python

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

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

Introduction to Data Science

Course Code: DLBDSIDS01-01

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

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing.
Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.
Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
   - 1.1 Definition of the term „data science“
   - 1.2 Data science and related fields
   - 1.3 Data science activities
2. Data
   - 2.1 Data types and data sources
   - 2.2 The 5Vs of data
   - 2.3 Data curation and data quality
   - 2.4 Data engineering
3. Data Science in Business
   - 3.1 Identification of use cases

3.2 Performance evaluation
3.3 Data-driven operational decisions
3.4 Cognitive biases

4. Statistics
4.1 Importance of statistics for data science
4.2 Important statistical concepts

5. Machine Learning
5.1 Role of machine learning in data science
5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Springer.
- Skiena, S. S. (2017). The data science design manual. Springer International Publishing.

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Introduction to Programming with Python

Course Code: DLBDSIPWP01

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

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
   - 1.1 Why Python?
   - 1.2 Obtaining and installing Python
   - 1.3 The Python interpreter , IPython, and Jupyter
2. Variables and Data Types
   - 2.1 Variables and value assignment
   - 2.2 Numbers
   - 2.3 Strings
   - 2.4 Collections
   - 2.5 Files
3. Statements
   - 3.1 Assignment, expressions, and print

3.2 Conditional statements
3.3 Loops
3.4 Iterators and comprehensions

4. Functions
   4.1 Function declaration
   4.2 Scope
   4.3 Arguments

5. Errors and Exceptions
   5.1 Errors
   5.2 Exception handling
   5.3 Logs

6. Modules and Packages
   6.1 Usage
   6.2 Namespaces
   6.3 Documentation
   6.4 Popular data science packages

Literature

Compulsory Reading

Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. O'Reilly.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

IT Service Management

Module Code: IWSM-02_E

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

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

Module Coordinator

Dr. Frank Müller (Project: IT Service Management) / Prof. Dr. André Köhler (IT Service Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- IT Service Management (DLBCSITSM01-02)
- Project: IT Service Management (DLBCSPITSM01)

Module Exam Type

Module Exam	Split Exam
	IT Service Management • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes Project: IT Service Management • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Project: IT Service Management

All phases of an ITIL/IT project are carried out as part of an independent project.

IT Service Management

- IT Service Management Basics and Terms
- ITIL 4 - Basics and Four Dimensions
- ITIL 4 - Service Value System
- ITIL 4 - Principles
- ITIL 4 - Practices
- Information Security Management

Learning Outcomes

Project: IT Service Management

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

IT Service Management

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

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

IT Service Management

Course Code: DLBCSITSM01-02

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

Course Description

IT service management is an approach to align and understand a company's IT as a service provider and supporter of operational and business processes. This course uses the IT Infrastructure Library (ITIL) to teach concepts, procedures and best practices in the area of IT service management (IT operations). In other words, it looks at the management of activities that take place after an IT system has been developed: IT operations as a continuous run of the productive day-to-day business of a company's IT departments.

Course Outcomes

On successful completion, students will be able to

- identify the fundamentals and challenges of IT service management.
- describe the motivation and structure of the IT Infrastructure Library (ITIL), distinguish four dimensions, apply the service value system and identify concrete practices.
- describe and apply fundamentals of IT security management.

Contents

1. IT Service Management Basics and Terms
   - 1.1 IT Services
   - 1.2 IT Service Management
   - 1.3 ITSM Frameworks
2. ITIL 4 - Basics and Four Dimensions
   - 2.1 Stakeholders, Services and Service Management
   - 2.2 Value Contribution of IT
3. ITIL 4 - Service Value System
   - 3.1 Basics and Overview
   - 3.2 Inputs, Outcome and Governance
   - 3.3 The Service Value Chain
   - 3.4 Continual Improvement
4. ITIL 4 - Principles

4.1 Overview
4.2 Value Orientation
4.3 Iterative Procedure and Feedback
4.4 Establish Collaboration and Visibility
4.5 Optimize and Automate

5. ITIL 4 - Practices
5.1 Overview
5.2 General Management Practices
5.3 Service Management Practices
5.4 Technical Practices

6. Information Security Management
6.1 Information Security Basics
6.2 Standards, Best Practices and Legal Requirements
6.3 Information Security Management with ISO/IEC 27001

Literature

Compulsory Reading

Further Reading

- Agutter, C. (2019). ITIL® foundation essentials ITIL 4 edition: The ultimate revision guide. ITGovernance Publishing.
- Axelos Limited. (2019). ITIL 4 foundation: ITIL 4 edition. The Stationery Office.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions	☑ Audio	

Project: IT Service Management

Course Code: DLBCSPITSM01

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

Course Description

Based on the contents of the course "IT Service Management", selected aspects of the core processes of ITIL are deepened, discussed, selected, and applied within the framework of a project in a concept-related manner. All theoretical methods are considered and evaluated.

Course Outcomes

On successful completion, students will be able to

- analyze typical problems and company situations from the area of IT service management in different project variations.
- develop, plan, and implement proposed solutions.
- convert theory into a pragmatic approach to a solution with the help of methodical tools from IT service management and project management.
- draw and apply the right conclusions in relation to their specific project environment.
- conceptually apply their theoretical knowledge to company-specific environmental factors.

Contents

- Analysis, evaluation, and development of recommendations for taking action within the scope of concrete questions concerning aspects of IT Service Management. This is aided by the creation and planning of a project in the theoretical-theme context through all phases of project management.
- The quality assurance of the artefacts created is carried out both by the tutor and by students from the project groups.

Literature

Compulsory Reading

Further Reading

- Al-Ashmoery, Y., Haider, H., Haider, A., Nasser, N., & Al-Sarem, M. (2021). Impact of IT Service Management and ITIL Framework on the Businesses. 2021 International Conference of Modern Trends in Information and Communication Technology Industry (MTICTI), Modern Trends in Information and Communication Technology Industry (MTICTI), 2021 International Conference Of, 1–5.
- Limited, A. (2020). ITIL 4. Create, Deliver and Support. TSO.

- Limited, A. (2020). ITIL 4: Direct, Plan and Improve. TSO.
- Limited, A. (2019). ITIL foundation: ITIL (4th edition). The Stationery Office Ltd.
- Shastri, A., & Thampi, G. T. (2021). Automation of IT Service Management Processes. 2021 International Conference on Advances in Computing, Communication, and Control (ICAC3), Advances in Computing, Communication, and Control (ICAC3), 2021 International Conference On, 1–4.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Career Development

Module Code: DLBKAENT_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	DLBKAENT01_E	BA	10	300 h

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

Module Coordinator

Prof. Dr. Brigitte Huber (Personal Elevator Pitch) / Dr. Khondker Suraiya Nasreen (Personal Career Plan)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Personal Career Plan (DLBKAENT01_E)
- Personal Elevator Pitch (DLBKAENT02_E)

Module Exam Type

Module Exam	Split Exam
	Personal Career Plan • Study Format "myStudies": Advanced Workbook • Study Format "Distance Learning": Advanced Workbook • Study Format "Duales myStudium": Advanced Workbook Personal Elevator Pitch • Study Format "myStudies": Concept Presentation • Study Format "Distance Learning": Concept Presentation • Study Format "Duales myStudium": Concept Presentation

Module Contents

Personal Elevator Pitch

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.

Personal Career Plan

- Career Theories and Models
- Career Development
- Choosing Possible Careers
- Personal Branding
- Career Strategy
- Global Careers
- Employment Search

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.

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 pictore 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	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Human Resources	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 maneauvering 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 pictore 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.
- Hoeckstra, 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 myStudies

Study Format	**Course Type**
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

Study Format Duales myStudium

Study Format	**Course Type**
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions		

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 myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Concept Presentation

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Concept Presentation

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Concept Presentation

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

SAP - SAP S/4HANA Business Process Integration - Application Associate

Modulcode: DLBSAPBPI

Modultyp	Zugangsvoraussetzungen	Niveau	CP	Zeitaufwand Studierende
s. Curriculum	DLBSAPBPI01	BA	10	300 h

Semester	Dauer	Regulär angeboten im	Kurs- und Prüfungssprache
s. Curriculum	Minimaldauer: 1 Semester	WiSe/SoSe	Deutsch

Modulverantwortliche(r)

Prof. Dr. Knut Linke (Project: SAP S/4HANA - Business Processes) / Prof. Dr. Knut Linke (Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management)

Angaben zum/zur Modulverantwortlichen ohne Gewähr

Kurse im Modul

- Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management (DLBSAPBPI01)
- Project: SAP S/4HANA - Business Processes (DLBSAPBPI02)

Art der Prüfung(en)

Modulprüfung	Teilmodulprüfung
	Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: SAP S/4HANA - Business Processes • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report

Lehrinhalt des Moduls

Project: SAP S/4HANA - Business Processes

This module empowers students to configure and perform core business processes of medium-sized and large companies in an enterprise resource planning (ERP) system using SAP S/4HANA and the user interface SAP Fiori. The module consists of two steps, each catering to specific facets. In the first step, attention is directed towards the core financial setup as well as the preliminary configuration of the Human Capital Management module using a demo company as an illustration. This step lays down a robust foundation in these domains. Moving on to the second step, the focus shifts to expanding the initial setup by integrating business processes related to sales, distribution, and production.

Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management

This module empowers students to configure and perform core business processes of medium-sized and large companies in an enterprise resource planning (ERP) system using SAP S/4HANA and the user interface SAP Fiori. The module consists of two steps, each catering to specific facets. In the first step, attention is directed towards the core financial setup as well as the preliminary configuration of the Human Capital Management module using a demo company as an illustration. This step lays down a robust foundation in these domains. Moving on to the second step, the focus shifts to expanding the initial setup by integrating business processes related to sales, distribution, and production.

Qualifikationsziele des Moduls

Project: SAP S/4HANA - Business Processes

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- describe the source to pay business process (MM).
- describe warehouse management systems (WM).
- explain the design to operate business process (PP).
- describe the order to cash business process (SD).
- create a project structure (PS).
- defining the organizational levels used in enterprise asset management (EAM).

Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- navigate confidently within the SAP S/4HANA ERP system.
- explain the organizational structures.
- understand the concept of master data.
- explain financial accounting (FI) module.
- explain management accounting (CO) module.
- explain the employee master data record (HCM).

Bezüge zu anderen Modulen im Studiengang	**Bezüge zu anderen Studiengängen der Hochschule**
This module is similar to other modules in the field of Computer Science & Software Development	All Bachelor Programmes in the IT & Technology fields

Project: SAP S/4HANA - Financial Company Setup incl. Human Capital Management

Course Code: DLBSAPBPI01

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

Course Description

This course aims to empower students to perform financial business processes of medium-sized and large companies using the well-established ERP system SAP S/4HANA (S4H). At first, you will gain important insights into the typical organizational structure and navigation within S4H. You will understand the new user experience concept of SAP Fiori. Based on that knowledge, you will get in contact with the concept of master data in S4H. Next, you will familiarize yourself with the most important and common financial business processes in the financial accounting (FI) and management accounting (CO) module of S4H. Finally, you will configure the employee master data record in the Human Capital Management (HCM) module of S4H.

Course Outcomes

On successful completion, students will be able to

- navigate confidently within the SAP S/4HANA ERP system.
- explain the organizational structures.
- understand the concept of master data.
- explain financial accounting (FI) module.
- explain management accounting (CO) module.
- explain the employee master data record (HCM).

Contents

- The course provides a comprehensive introduction into SAP S/4HANA starting with the overall SAP S/4HANA Enterprise Management: Overview. Therefore, the course offers a comprehensive and presentation of various key concepts and functions relevant in the world of SAP S/4HANA. Furthermore, it focuses on the new user experience brought by SAP Fiori UX. The course covers the basics of SAP S/4HANA as well as the various organizational structures that exist within this system. A central concept addressed is that of master data. The subjects of Financial Accounting and Management Accounting (Record-to-Report processing) are thoroughly examined, providing an overview. Within these areas, Financial Accounting (FI) is explained, and Management Accounting (CO) is illuminated further. The integration between FI and CO is also outlined. The fundamentals of Financial Accounting and Management Accounting (Record-to-Report processing) are further delved into. This includes the definitions of General Ledger (G/L) accounts and cost elements, as well as

the definition of cost centers. Step-by-step instructions for posting G/L account documents and handling business partners and invoices are conveyed. The management of Asset Accounting, Activity Types, and Internal Orders is also comprehensively explained. The course also addresses the realm of Human Capital Management (HCM). This covers organizational management in HCM, as well as the significance of HCM master data. Another important aspect is the integration with SAP Success Factors.

Literature

Compulsory Reading

Further Reading

- Fitzner, W., Fitzner, D. (2021). SAP S/4HANA: Der Grundkurs für Einsteiger und Anwender. SAP Press
- Fix, W., Plota, R. (2021). SAP – Der technische Einstieg: Der Standardtitel für Ausbildung, Studium und Quereinstieg. SAP Press
- SAP SE. (2023). SAP Learning journey "Explore Integrated Business Processes in SAP S/4HANA".
- SAP SE. (2023). SAP Learning journey "Discovering End-to-End Business Processes for the Intelligent Enterprise".

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: SAP S/4HANA - Business Processes

Course Code: DLBSAPBPI02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	DLBSAPBPI01

Course Description

This course aims to empower students to perform sales and distribution processes of medium-sized and large companies using the well-established ERP system SAP S/4HANA (S4H).At first, you will gain important insights into the configuration of the purchasing (MM) and warehouse management (WM) modulewithin S4H. You willalso understand the production process (PP) of S4H. Based on that knowledge, you willget in contact with the lead to cash business process (SD) in S4H. Next, you will familiarize yourself with the project system (PS) in S4H while creating project steps and structures. Finally, you will defining the organizational levels and for the management and maintenance of the company's physical assets in the enterprise asset management (EAM) module of S4H.

Course Outcomes

On successful completion, students will be able to

- describe the source to pay business process (MM).
- describe warehouse management systems (WM).
- explain the design to operate business process (PP).
- describe the order to cash business process (SD).
- create a project structure (PS).
- defining the organizational levels used in enterprise asset management (EAM).

Contents

- The course covers a wide range of processes and concepts within SAP S/4HANA: Purchase to Pay Processing in SAP S/4HANA: Exploring the Purchase to Pay business process, including the definition of master data involved. This encompasses creating vendor master records, listing vendor-specific master data records, generating purchase requisitions, crafting purchase orders, posting goods receipts for purchase orders, and managing vendor invoices. The automatic payment run process is also elucidated. Warehouse Management - Stock Transfer: This section delves into Warehouse Management (WM) structures and usage, highlighting the distinctions between Extended Warehouse Management (EWM), WM, and Inventory Management (IM). The process of handling stock transfer orders is outlined. Plan to Produce Business Process in SAP S/4HANA: Understanding the Plan to Produce process within SAP S/4HANA, which encompasses defining master data, creating product cost estimates, planning product demand through integrated planning, establishing Material Requirements Planning (MRP) processes, and executing advanced planning. Advanced

Planning - Describing the Manufacturing Business Process: Exploring the manufacturing business process, starting from the creation and release of production orders to material withdrawal, order confirmation, materials goods receipt, and period-end closing activities. Order to Cash Processing in SAP S/4HANA: This section focuses on the Order to Cash business process, describing the master data used in sales and distribution. The process involves creating customer master records, setting up condition records, processing sales orders, managing delivery documents, generating customer invoices, and handling related activities. Project System (PS): Detailing the steps within Project System, including creating project structures, project planning, budgeting, project execution, and concluding with period-end closing activities. SAP Enterprise Asset Management (EAM): Covering the business steps in SAP EAM, describing the master data utilized, creating notifications, processing maintenance orders, executing maintenance tasks, and wrapping up with period-end closing activities.

Literature

Compulsory Reading

Further Reading

- Fitzner, W., Fitzner, D. (2021). SAP S/4HANA: Der Grundkurs für Einsteiger und Anwender. SAP Press
- Fix, W., Plota, R. (2021). SAP – Der technische Einstieg: Der Standardtitel für Ausbildung, Studium und Quereinstieg. SAP Press
- SAP SE. (2023). SAP Learning journey “Explore Integrated Business Processes in SAP S/4HANA”.

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Microsoft ERP- Dynamics 365 Business Central - Functional Consultant

Module Code: DLBMSERP

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	DLBMSERP01	BA	10	300 h

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

Module Coordinator

Dr. Aditya Mushyam (Project: Dynamics 365 Business Central - Financial Company Setup) / Dr. Aditya Mushyam (Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Dynamics 365 Business Central - Financial Company Setup (DLBMSERP01)
- Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution (DLBMSERP02)

Module Exam Type

Module Exam	Split Exam
	Project: Dynamics 365 Business Central - Financial Company Setup • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report

Module Contents

Project: Dynamics 365 Business Central - Financial Company Setup
This module empowers students to configure and perform core business processes of a small or medium-sized company in an enterprise resource planning (ERP) system using Microsoft Dynamics 365 Business Central. Therefore, the module will address the core financial setup as well as sales and distribution processes for a small or medium-sized company.
Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution
This module empowers students to configure and perform core business processes of a small or medium-sized company in an enterprise resource planning (ERP) system using Microsoft Dynamics 365 Business Central. Therefore, the module will address the core financial setup as well as sales and distribution processes for a small or medium-sized company.

Learning Outcomes

Project: Dynamics 365 Business Central - Financial Company Setup

On successful completion, students will be able to

- describe the core feature of Business Central as an ERP system for small or medium-sized company.
- initially setup Business Central (SaaS).
- configure a new small or medium-sized demo company in Business Central.
- manage core security settings in Business Central.
- configure financials by setting up the finance module in Business Central.
- configure the chart of accounts in Business Central.

Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution

On successful completion, students will be able to

- configure sales module in Business Central.
- configure purchasing module in Business Central.
- set up inventory management in Business Central.
- configure master data for sales and purchasing in Business Central.
- describe how to perform Business Central operations including selling and purchasing.
- process financial documents.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Computer Science & Software Development	All Bachelor Programs in the IT & Technology field

Project: Dynamics 365 Business Central - Financial Company Setup

Course Code: DLBMSERP01

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

Course Description

This course aims to empower students to perform financial business processes of a small or medium-sized company using the well-established cloud-based ERP system Microsoft Dynamics 365 Business Central (BC). At first, you will gain important insights into the typical structure of BC. Based on that knowledge, you will be guided to setup a SaaS environment for a demo company in BC. To ensure a safe operation of BC in the cloud you will learn how to configure essential security settings. Next, you will familiarize yourself with the most important and common financial business processes for a small or medium-sized business. Finally, you will configure the accounting module for your demo company in BC.

Course Outcomes

On successful completion, students will be able to

- describe the core feature of Business Central as an ERP system for small or medium-sized company.
- initially setup Business Central (SaaS).
- configure a new small or medium-sized demo company in Business Central.
- manage core security settings in Business Central.
- configure financials by setting up the finance module in Business Central.
- configure the chart of accounts in Business Central.

Contents

- Embarking on the journey of utilizing BC involves a series of pivotal steps. It commences with the fundamental task of setting up the platform itself. This encompasses the creation and meticulous configuration of a company, including the setup of security settings to ensure a secure operational environment. The process further extends to establishing the core functionality, which serves as the backbone of operations. The inclusion of dimensions adds an additional layer of precision to data handling. A critical aspect of the BC framework lies in managing approvals seamlessly through the implementation of workflows, streamlining processes and enhancing efficiency. Within the finance module, a thorough configuration is undertaken. This involves the setup of financial management procedures, which ensures the financial aspect of operations is well-structured and organized. Part of this process includes the establishment of the chart of accounts, providing a foundation for accurate

financial tracking. Moreover, the setup of posting groups refines the financial recording process, facilitating precise categorization. The establishment of journals and bank accounts enhances financial transparency, offering a clear overview of monetary transactions. Notably, payable accounts are configured, ensuring seamless management of outgoing payments. Similarly, the setup of receivable accounts streamlines the handling of incoming payments. Collectively, these steps form a comprehensive roadmap to unleash the full potential of BC, enabling efficient operations and meticulous financial management.

Literature

Compulsory Reading

Further Reading

- Gayer, M., Hauptmann, C., & Ebert, J. (2020). Microsoft Dynamics 365 Business Central: Das Anwenderbuch zur Abwicklung von Geschäftsprozessen (11. Ausgabe). Carl Hanser Verlag.
- Ferner, C. (2020): Microsoft Dynamics 365 Business Central Basiswissen (Auflage 1). BoD – Books on Demand.
- Merk, J. (2020). Microsoft Dynamics 365 BC Finanzbuchhaltung. NEW ERA Publications
- Microsoft Corporation. (2023). Learning path for certification: Dynamics 365 Business Central Functional Consultant.

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: Dynamics 365 Business Central - Business Processes with Focus on Sales and Distribution

Course Code: DLBMSERP02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	DLBMSERP01

Course Description

This course aims to empower students to perform sales and distribution processes using the well-established cloud-based ERP system Microsoft Dynamics 365 Business Central (BC). At first, you will gain important insights into the configuration of the sales module for a small or medium-sized company. Based on that knowledge, you will be guided to setup the purchasing module and inventory management in BC. Next, you will familiarize yourself with the configuration of the corresponding master data management. Finally, you will perform common business transaction in the sales and distribution module as well as process core financial documents for your demo company in BC.

Course Outcomes

On successful completion, students will be able to

- configure sales module in Business Central.
- configure purchasing module in Business Central.
- set up inventory management in Business Central.
- configure master data for sales and purchasing in Business Central.
- describe how to perform Business Central operations including selling and purchasing.
- process financial documents.

Contents

- To ensure the smooth flow of business processes in BC, various steps are necessary. First, the configuration of the sales and purchases modules takes place to establish the foundation for efficient work. During this phase, inventory management is set up to ensure an organized inventory flow. An essential step is configuring master data for sales and purchasing, as these form the basis for all subsequent activities. Prices and discounts are also established to create a clear pricing structure. Following this, common operations are performed in Business Central, encompassing both basic tasks and frequent operations. The processing of purchases as well as the handling of sales transactions is a central part of the process and a common operation in BC. Financial documents are processed as well to accurately represent the accounting aspect. Another step involves processing payments and journal entries to meticulously manage the financial aspects. All of these steps contribute to the seamless execution of business activities while maintaining financial integrity.

Literature
Compulsory Reading
Further Reading ▪ Gayer, M., Hauptmann, C., & Ebert, J. (2020). Microsoft Dynamics 365 Business Central: Das Anwenderbuch zur Abwicklung von Geschäftsprozessen (11. Ausgabe). Carl Hanser Verlag. ▪ Ferner, C. (2020): Microsoft Dynamics 365 Business Central Basiswissen (Auflage 1). BoD – Books on Demand. ▪ Microsoft Corporation. (2023). Learning path for certification: Dynamics 365 Business Central Functional Consultant.

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods

Tutorial Support
☑ Course Feed
☑ Intensive Live Sessions/Learning Sprint
☑ Recorded Live Sessions

Exam Preparation
☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Mastering Prompts

Module Code: DLBWMP-02_E

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

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

Module Coordinator
Prof. Dr. Thosten Fröhlich (Project: AI Fluency - Introduction to Generative AI) / Prof. Dr. Kristina Schaaff (Artificial Intelligence)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Artificial Intelligence (DLBDSEAIS01-01) ▪ Project: AI Fluency - Introduction to Generative AI (DLBPKIEKPT01-01_E)

Module Exam Type	
Module Exam	**Split Exam** Artificial Intelligence • Study Format "Distance Learning": Exam, 90 Minutes Project: AI Fluency - Introduction to Generative AI • Study Format "Distance Learning": Portfolio

Module Contents

Project: AI Fluency - Introduction to Generative AI

The course provides a framework for classifying and selecting AI tools and introduces professional prompt design using the R.C.C.E. method. Students learn to critically evaluate AI outputs, integrate human–AI collaboration into workflows, and use AI responsibly and reflectively.

Artificial Intelligence

- History of AI
- Modern AI Systems
- Reinforcement Learning
- Natural Language Processing (NLP)
- Computer Vision

Learning Outcomes

Project: AI Fluency - Introduction to Generative AI

On successful completion, students will be able to

- explain the core principles, capabilities, and limitations of generative AI.
- formulate structured and precise prompts to guide AI-generated outputs.
- integrate generative AI into academic or professional workflows.
- examine AI outputs systematically for factual accuracy, coherence, relevance, and potential bias.
- evaluate different categories of generative AI tools with respect to their suitability for specific tasks.
- manage their own use of generative AI responsibly.

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	Links to other Study Programs of the University
This module is similar to other modules in the field of Data Science & Artificial Intelligence	All Bachelor Programs in the IT & Technology field

Artificial Intelligence

Course Code: DLBDSEAIS01-01

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 such as generative AI. The 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. The 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 Temporal-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
   - 4.4 Advanced NLP Models

5. Computer Vision
   - 5.1 Introduction to Computer Vision
   - 5.2 Image Representation and Geometry
   - 5.3 Feature Engineering
   - 5.4 Semantic Segmentation
   - 5.5 Advanced Image Generation Techniques

Literature

Compulsory Reading

Further Reading

- Bear, M. F., Barry, W. S., & Paradiso, M. A. (2020). Neuroscience: Exploring the brain (4th ed.). Lippincott Williams & Wilkins.
- Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep learning. MIT Press.
- Grus, J. (2019). Data science from scratch: First principles with Python. O'Reilly.
- Jurafsky, D., & Martin, J. H. (2022). Speech and language processing (3rd ed.). Prentice Hall.
- Morris, M. R., Sohl-Dickstein, J., Fiedel, N., Warkentin, T., Dafoe, A., Faust, A., Farabet, C., & Legg, S. (2024). Proceedings of the 41st International Conference on Machine Learning. PMLR, 235, 36308–36321.
- Russell, S. J., & Norvig, P. (2022). Artificial intelligence: A modern approach (4th ed., global ed.). Pearson.
- Sutton, R. S., & Barto, A. G. (2018). Reinforcement learning: An introduction (2nd ed.). Adaptive Computation and Machine Learning. MIT Press.
- Szeliski, R. (2022). Computer vision: Algorithms and applications (2nd ed.). Texts in Computer Science. Springer.
- Vaswani, A., Shazeer, N., Parmar, N., Uszkoreit, J., Jones, L., Gomez, A. N., Kaiser, Ł., & Polosukhin, I. (2017). Attention is all you need. Advances in Neural Information Processing Systems, 30. Curran Associates, Inc.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Project: AI Fluency - Introduction to Generative AI

Course Code: DLBPKIEKPT01-01_E

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

Course Description

The increasing availability of generative AI systems is fundamentally changing academic and professional work. The course does not view AI as a substitute for human cognition, but rather as a tool within a responsible human-AI collaboration. The aim is to develop epistemic control skills: students learn to use generative AI in a targeted manner, to critically examine it and to consciously limit it. The focus is not on technical system development, but on reflective application, judgement and independent representation of results.

Course Outcomes

On successful completion, students will be able to

- explain the core principles, capabilities, and limitations of generative AI.
- formulate structured and precise prompts to guide AI-generated outputs.
- integrate generative AI into academic or professional workflows.
- examine AI outputs systematically for factual accuracy, coherence, relevance, and potential bias.
- evaluate different categories of generative AI tools with respect to their suitability for specific tasks.
- manage their own use of generative AI responsibly.

Contents

- The courses teaches the basic concepts and fields of application of generative AI and structures them along a competence-oriented learning path. First, key AI tool categories (text, image, code and analysis models) and the principle of task-oriented tool selection are introduced. Building on this, students learn how to systematically design effective prompts, in particular with the help of structured prompt frameworks. Another focus is on the critical analysis of AI outputs in terms of factual accuracy, bias, quality and contextual appropriateness. Over the course of the course, AI use is integrated into more complex work processes, including multi-stage human-AI collaboration, quality assurance and conscious non-use. In addition, ethical, legal and responsibility-related issues are addressed so that students develop a reflective and practical framework for the professional use of generative AI.

Literature

Compulsory Reading

Further Reading

- Bommasani, R., et al. (2021). On the opportunities and risks of foundation models. arXiv.
- Mitchell, M. (2025). Artificial Intelligence: A Guide for Thinking Humans (Updated ed.). Picador.
- Mollick, E. (2024). Co-Intelligence: Living and working with AI. Portfolio.
- Olson, P. (2024). Supremacy: AI, ChatGPT, and the Race That Will Change the World. St. Martin's Press.
- O'Neil, C. (2016). Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy. Crown.
- Russell, S., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th ed.). Pearson.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Portfolio

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Salesforce Platform Development

Module Code: DLSFPD

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

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

Module Coordinator
Prof. Dr. Thomas Bolz (Project: Salesforce Platform App Builder) / Prof. Dr. Thomas Bolz (Project: Salesforce Platform Developer)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Project: Salesforce Platform App Builder (DLSFPD01) ▪ Project: Salesforce Platform Developer (DLSFPD02)

Module Exam Type

Module Exam	Split Exam
	Project: Salesforce Platform App Builder • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: Salesforce Platform Developer • Study Format "Distance Learning": Oral Project Report • Study Format "myStudies": Oral Project Report • Study Format "Duales myStudium": Oral Project Report

Module Contents

Project: Salesforce Platform App Builder
Using the learning platform Trailhead students will learn the fundamentals of Salesforce. At the end of the course, the students will be able to design, build and deploy custom applications. This course prepares them for the Salesforce Platform App Builder Certification.
Project: Salesforce Platform Developer
Using the learning platform Trailhead students will learn how to develop own applications, built from various parts of the Salesforce platform. At the end of the course they will be able to use Apex, Visualforce and basic Lightning components. This course prepares the students for the Salesforce Platform Developer I Certification.

Learning Outcomes

Project: Salesforce Platform App Builder

On successful completion, students will be able to

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

Project: Salesforce Platform Developer

On successful completion, students will be able to

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

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

Project: Salesforce Platform App Builder

Course Code: DLSFPD01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Gupta, R. (2019): Salesforce Platform App Builder Certification. A Practical Study Guide. 1st ed., Apress.
- Weinmeister, P. (2019): Practical Salesforce Development Without Code. Building Declarative Solutions on the Salesforce Platform. 2nd ed., Apress, Berkeley.
- Shaalan, S. (2020): Salesforce for Beginners. A step-by-step guide to creating, managing, and automating sales and marketing processes. Packt Publishing, Birmingham.

- Benioff, M./Langley, M. (2019): Trailblazer. The Power of Business as the Greatest Platform for Change. 1st ed.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: Salesforce Platform Developer

Course Code: DLSFPD02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Salesforce (2020): Developer Documentation. (URL: https://developer.salesforce.com/docs/ [accessed: 12.12.2020])

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: Salesforce Platform Management

Module Code: DLSFPM

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

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

Module Coordinator

Dr. Li Zeng (Project: CRM with Salesforce Service Cloud) / Dr. Li Zeng (Project: Salesforce Fundamentals)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Salesforce Fundamentals (DLSFPM01)
- Project: CRM with Salesforce Service Cloud (DLSFPM02)

Module Exam Type

Module Exam	Split Exam
	Project: Salesforce Fundamentals • Study Format "myStudies": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "Duales myStudium": Written Assessment: Project Report Project: CRM with Salesforce Service Cloud • Study Format "myStudies": Oral Project Report • Study Format "Distance Learning": Oral Project Report • Study Format "Duales myStudium": Oral Project Report

Module Contents

Project: CRM with Salesforce Service Cloud
Using the learning platform trailhead students will learn how to manage customer relationships with Salesforce platform. At the end of the course they will be able to manage the Salesforce service cloud. This module prepares students for the Salesforce service cloud certification.

Project: Salesforce Fundamentals
Using the learning platform trailhead students will learn the fundamentals of Salesforce. At the end of the course students will be able to administer the Salesforce platform. This module prepares them for the Salesforce administrator certification.

Learning Outcomes

Project: CRM with Salesforce Service Cloud

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Project: Salesforce Fundamentals

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

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

Project: Salesforce Fundamentals

Course Code: DLSFPM01

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

Course Description

Salesforce is the most used software solution for customer relationship management worldwide. Using the learning platform trailhead students will learn independently the fundamentals of Salesforce. The course introduces Salesforce and explains how to administrate it. Additionally, it presents essentials of the Salesforce platform.

Course Outcomes

On successful completion, students will be able to

- define what Salesforce and customer relationship management is.
- describe and compare the different options for importing and exporting data in Salesforce.
- create reports and visualize key business metrics in real-time in Salesforce.
- create a simple Salesforce app.
- control access to data using security tools in Salesforce.

Contents

- The content on the learning platform focuses on the features and the functionality used to maintain a Salesforce implementation. It provides general knowledge of the features available to end users and the configuration options available to a Salesforce administrator. Furthermore, the content enables to maintain a Salesforce organization, respond to common business requirements, and perform administrative functions using current Salesforce features.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: CRM with Salesforce Service Cloud

Course Code: DLSFPM02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

- set up customer service with Salesforce service cloud.
- lead a customer service team in the digital era.
- create digital engagement on multiple channels.
- define service cloud goals and metrics.
- automate case management.
- improve customer service using artificial intelligence.

Contents

- The content on the learning platform focuses on designing and deploying solutions that support customer business processes and requirements using Salesforce applications. The content enables to design solutions using the Service Cloud functionality and to lead the implementation of these solutions within a customer organization.

Literature

Compulsory Reading

Further Reading

- Eason, J. (2014): Android Studio 1.0. (URL: http://android-developers.blogspot.de/2014/12/android-studio-10.html [accessed: 22.04.2016]).

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Oral Project Report

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

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Internship

Module Code: FSINTER

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Internship)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Internship (FSINTER01)

Module Exam Type

Module Exam	Split Exam
Study Format: Distance Learning Internship Reflection Paper (passed / not passed) Study Format: myStudies Internship Reflection Paper (passed / not passed)	

Module Contents

Internship

Internship according to the Internship Regulations of the IU.

Learning Outcomes

Internship

On successful completion, students will be able to

- apply skills and knowledge they have obtained previously during their study program in an entrepreneurial environment.
- develop his / her practical and analytical skills in order to improve his / her employability.
- have practical knowledge and learn to work within an organization.
- acquire a first deep insight into organizational structures and communication procedures.
- apply comminication skills, socials skills, problem solving, time and project management which will shape their general management skills.
- shape their personality with the help of the interdisciplinary nature of the course especially in the area of the key qualifications like interpersonal skills or intercultural skills.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
Builds on modules of the chosen degree program	All myStudies programs

Internship

Course Code: FSINTER01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
	English		10	None

Course Description

This module consists of two parts: (1) preparation tutorials and (2) the internship itself. During the preparation tutorials, students will learn about the intention of the internship and about the intellectual as well as social requirements of the working environment.

Course Outcomes

On successful completion, students will be able to

- apply skills and knowledge they have obtained previously during their study program in an entrepreneurial environment.
- develop his / her practical and analytical skills in order to improve his / her employability.
- have practical knowledge and learn to work within an organization.
- acquire a first deep insight into organizational structures and communication procedures.
- apply comminication skills, socials skills, problem solving, time and project management which will shape their general management skills.
- shape their personality with the help of the interdisciplinary nature of the course especially in the area of the key qualifications like interpersonal skills or intercultural skills.

Contents

- Internship according to the Internship Regulations of the IU.

Literature

Compulsory Reading

Further Reading

- Sweitzer, F. H. & King, M. A. (2009). The Successful Internship: Personal, Professional, and Civic Development. 3rd ed.. Cengage. ISBN: 0-495-59642-6.
- Kaser, K., Brooks, J. R. & Brooks, K. (2007). Making the Most of your Internship. Thomson. ISBN: 0-538-44432-0.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Internship Reflection Paper (passed / not passed)

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	300 h	300 h

Instructional Methods
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions

Study Format myStudies

Study Format	Course Type
myStudies	

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Internship Reflection Paper (passed / not passed)

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	300 h	300 h

Instructional Methods
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions

Studium Generale I and II

Module Code: DLBSG_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	0 h

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

Module Coordinator
N.N. (Studium Generale II) / N.N. (Studium Generale I)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Studium Generale I (DLBSG01_E) ▪ Studium Generale II (DLBSG02_E)

Module Exam Type	
Module Exam	**Split Exam** Studium Generale I • Study Format "Distance Learning": See Selected Course • Study Format "myStudies": See Selected Course Studium Generale II • Study Format "Distance Learning": See Selected Course • Study Format "myStudies": See Selected Course

Module Contents

Studium Generale II

In principle, all IU Bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

Studium Generale I

In principle, all IU Bachelor courses can be selected as courses for the "Studium Generale", so that the content can be chosen from the entire breadth of the IU distance learning program.

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.

Studium Generale I

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Links to other Modules within the Study Program	Links to other Study Programs of the University
It is a stand-alone offering with possible references to various required and elective modules	All IU Distance Learning Bachelor Programs

Studium Generale I

Course Code: DLBSG01_E

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

Course Description

In the course "Studium Generale I", students deepen their knowledge in a self-selected subject area by completing an IU course outside their applicable curriculum. This gives them the opportunity to look beyond their own subject area and acquire further competencies. The associated option enables students to self-determine their study content to focus even more on issues relevant to them and/or to strengthen or develop selected competencies.

Course Outcomes

On successful completion, students will be able to

- apply acquired key competencies to issues in their field of study and/or in their professional environment.
- to deepen one's own skills and abilities in a self-directed manner.
- to look beyond the boundaries of their own area of expertise.

Contents

- The course "Studium Generale I" offers students the opportunity to take courses outside of their curriculum and the result can be credited as an elective subject. In principle, all IU bachelor courses that fulfill the following requirements are creditable for this purpose:
  - They are not part of an integral part of the applicable mandatory curriculum.
  - They do not have admission requirements or students can prove that they have met the admission requirement.
- The examination of the selected courses must be taken in full and finally passed in order to be credited as part of the 'Studium Generale' .

Literature

Compulsory Reading

Further Reading

- See course description of the selected course

Study Format Distance Learning

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	See Selected Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

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

Study Format	Course Type
Distance Learning	See Selected Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	See Selected Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	See Selected Course

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Foreign Language Italian

Module Code: DLFSWI_E

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

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

Module Coordinator
Enno Nagel (Certificate Course Italian) / Prof. Dr. Regina Cordes (Foreign Language Italian)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Certificate Course Italian (DLFSWI01_E) ▪ Foreign Language Italian (DLFSI01_E)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course Italian • Study Format "Distance Learning": Participation Certificate (passed / not passed) • Study Format "myStudies": Participation Certificate (passed / not passed) Foreign Language Italian • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Certificate Course Italian

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

Foreign Language Italian

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

Learning Outcomes

Certificate Course Italian

On successful completion, students will be able to

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

Foreign Language Italian

On successful completion, students will be able to

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

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

Certificate Course Italian

Course Code: DLFSWI01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Foreign Language Italian

Course Code: DLFSI01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Foreign Language French

Module Code: DLFSWF_E

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

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

Module Coordinator
Alexa Wiese (Certificate Course French) / Enno Nagel (Foreign Language French)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Certificate Course French (DLFSWF01_E) ▪ Foreign Language French (DLFSF01_E)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course French • Study Format "Distance Learning": Participation Certificate (passed / not passed) • Study Format "myStudies": Participation Certificate (passed / not passed) Foreign Language French • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Certificate Course French

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

Foreign Language French

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

Learning Outcomes

Certificate Course French

On successful completion, students will be able to

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

Foreign Language French

On successful completion, students will be able to

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

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

Certificate Course French

Course Code: DLFSWF01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Foreign Language French

Course Code: DLFSF01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Foreign Language Spanish

Module Code: DLFSWS_E

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

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

Module Coordinator
Maja Popovic (Certificate Course Spanish) / Prof. Dr. Regina Cordes (Foreign Language Spanish)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Certificate Course Spanish (DLFSWS01_E) ▪ Foreign Language Spanish (DLFSS01_E)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course Spanish • Study Format "Distance Learning": Participation Certificate (passed / not passed) • Study Format "myStudies": Participation Certificate (passed / not passed) Foreign Language Spanish • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Certificate Course Spanish

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

Foreign Language Spanish

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

Learning Outcomes

Certificate Course Spanish

On successful completion, students will be able to

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

Foreign Language Spanish

On successful completion, students will be able to

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

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

Certificate Course Spanish

Course Code: DLFSWS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Foreign Language Spanish

Course Code: DLFSS01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Foreign Language German

Module Code: DLFSWG

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

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

Module Coordinator
N.N. (Foreign Language German) / Melanie Görgmaier (Certificate Course German)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Certificate Course German (DLFSWG01) ▪ Foreign Language German (DLFSG01)

Module Exam Type	
Module Exam	**Split Exam** Certificate Course German • Study Format "Distance Learning": Participation Certificate (passed / not passed) • Study Format "myStudies": Participation Certificate (passed / not passed) Foreign Language German • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Foreign Language German

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

Certificate Course German

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

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.

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

Certificate Course German

Course Code: DLFSWG01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

and coherently on familiar topics and personal areas of interest. You can talk about experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. (Level B1)
    - to understand the main content of complex texts on concrete and abstract topics; and to understand specialist discussions in their own area of specialization. You can communicate so spontaneously and fluently that a normal conversation with native speakers is quite possible without major effort on either side. You can express yourself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and state the advantages and disadvantages of various options. (Level B2)
- Grammar:
    - Level A1 - present and past tenses, sentence structure, prepositions, etc.
    - Level A2 - among other things tenses of the past, differences in the past tenses, imperative, subordinate clauses, pronouns (dative, accusative)
    - Level B1 - including introduction of past perfect, conjunctions, introduction of passive voice, adverbs, adjectives (difference), future tense
    - Level B2 - among others verb constructions, conditional clauses, indirect speech

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Language Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Participation Certificate (passed / not passed)

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

Instructional Methods

Foreign Language German

Course Code: DLFSG01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

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

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Exam, 90 Minutes

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

Instructional Methods

Accounting and Financing

Module Code: DLBBAEAF

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

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

Module Coordinator

Prof. Dr. Andreas Simon (Accounting and Balancing) / Prof. Dr. Lena Bernhofer (Start-Up Financing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Start-Up Financing (DLBEPGF01_E)
- Accounting and Balancing (DLBEPEAB01)

Module Exam Type

Module Exam	Split Exam
	Start-Up Financing • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "Duales myStudium": Exam, 90 Minutes Accounting and Balancing • Study Format "Duales myStudium": Exam, 90 Minutes • Study Format "Distance Learning": Exam, 90 Minutes • Study Format "myStudies": Exam, 90 Minutes

Module Contents

Accounting and Balancing

- 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

Start-Up Financing

- Importance of Startup Financing
- Financing through Equity Capital
- Financing through Debt Capital
- Financing through Mezzanine Capital
- Other Possibilities of the Startup Financing
- Financing vs. Liquidity Management
- Investor Relations

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.

Start-Up Financing

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

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

Start-Up Financing

Course Code: DLBEPGF01_E

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

Course Description

In the context of each business startup the question of financing arises. Only if the founders have sufficient financial means at their disposal, they can put their plans into practice. Over the years, a multitude of financing options for startupshas been established. In addition to equity capital, debt capital or mezzanine capital can be used. All these types of capital are different in structure and are suitable for different types of startup projects. Moreover, there is also the possibility of taking advantage of public subsidies or newer types of financing such as crowdfunding or crypto currencies. Although not every type of financing is suitable for every founder, it is nevertheless important for a founder of a new business to know his possibilities and to be able to decide what options to use. In addition, financing has a considerable impact on the liquidity management of a startup company as well as on investor relations.

Course Outcomes

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

Contents

1. Importance of Start-Up Financing
   - 1.1 Business Start-Ups
   - 1.2 Corporate Financing
   - 1.3 Start-Up Financing
2. Financing through Equity Capital
   - 2.1 What is Equity Capital?
   - 2.2 Personal Financial Resources
   - 2.3 Informal and Formal Equity Capital
3. Financing through Debt Capital
   - 3.1 What is Debt Capital?

3.2 Loans with Cash Flow
3.3 Loans without Cash Flow
3.4 Credit Substitutes

4. Financing through Mezzanine Capital
4.1 What is Mezzanine Capital?
4.2 Types of Mezzanine Capital

5. Further Financing Options
5.1 Crowdfunding
5.2 Initial Coin Offering (ICO)

6. Financing versus Liquidity Management
6.1 Basic Principles of Finance
6.2 Liquidity Management

7. Investor Relations
7.1 Communication and Cooperation with Investors
7.2 Reporting to Capital Providers

Literature

Compulsory Reading

Further Reading

- Alemany, L./Andreoli, J.J. (2018): Entrepreneurial Finance. The Art and Science of Growing Ventures. Cambridge University Press, Cambridge.
- Rogers, S./Makonnen, R. (2020): Entrepreneurial Finance. Finance and Business Strategies for the Serious Entrepreneur. 4th ed., McGraw-Hill, New York.

Study Format Distance Learning

Study Format	**Course Type**
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Online Tests
☑ Recorded Live Sessions		

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 Duales myStudium

Study Format	Course Type
Duales myStudium	Theory Course

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

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

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

Study Format myStudies

Study Format	Course Type
myStudies	Theory Course

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

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

Instructional Methods		
Tutorial Support	**Learning Material**	**Exam Preparation**
☑ Course Feed	☑ Course Book	☑ Practice Exam
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Review Book
☑ Recorded Live Sessions	☑ Audio	☑ Online Tests

International Finance

Module Code: LIBFBBAEIF

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	0 h

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

Module Coordinator
N.N. (Foreign Exchange Exposure and Management) / TBA (International Investment Appraisal)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Foreign Exchange Exposure and Management (LIBFBBAEIF01) ▪ International Investment Appraisal (LIBFBBAEIF02)

Module Exam Type	
Module Exam	**Split Exam** Foreign Exchange Exposure and Management • Study Format "Distance Learning": *Type of examination*, 90 Minutes International Investment Appraisal • Study Format "Distance Learning": *Type of examination*

Module Contents

Foreign Exchange Exposure and Management

- Foreign Exchange (FX) Markets and Exchange Rate Determination
- International Parity Conditions
- Identification of Corporate Foreign Exchange Risks
- Hedging Techniques

International Investment Appraisal

- Management and Control of International Operations
- Transfer Pricing and Tax Legislation
- Foreign Direct Investment (FDI)

Learning Outcomes

Foreign Exchange Exposure and Management

On successful completion, students will be able to

- appreciate the challenges of managing MNEs in the context of currency exposure and hedging techniques.
- understand the foreign exchange market and exchange rate determination.
- be able to critically analyze methods to manage foreign exchange exposures of MNEs.

International Investment Appraisal

On successful completion, students will be able to

- assess the challenges of managing MNEs.
- assess the opportunities and implications for MNEs debt and equity capital structures.
- appraise the different types of foreign investment undertaken by MNEs.
- select relevant capital budgeting techniques in the context of MNEs.

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

Foreign Exchange Exposure and Management

Course Code: LIBFBBAEIF01

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

Course Description

The financial management of multinational enterprises (MNEs), i.e., corporations with operations in more than one country whose business is conducted via branches, subsidiaries, or joint-ventures, is quite challenging, particularly in terms of currency risk. This course examines international corporate finance within the context of understanding foreign exchange markets and the management of foreign exchange exposures.

Course Outcomes

On successful completion, students will be able to

- appreciate the challenges of managing MNEs in the context of currency exposure and hedging techniques.
- understand the foreign exchange market and exchange rate determination.
- be able to critically analyze methods to manage foreign exchange exposures of MNEs.

Contents

1. Foreign exchange (FX) markets and exchange rate determination to help understand the key players and their roles and influences on exchange rates as well as the key theories around the determination of exchange rates.

2. International parity conditions looking at impact of inflation on FX rates and the implications from the theory of One Price to relative Purchasing Power Parity for international companies.

3. Identification of corporate foreign exchange risks to help understand the types of exposure (transaction, translation and operating exposures) and to explore strategies MNEs use to manage FX risks.

4. Understand hedging techniques from internal through to external hedging methods and to appreciate why corporations take differing hedging strategies for their exposures.

Literature

Compulsory Reading

- Eiteman, D.K., Stonehill, A.I. and Moffett, M.H. (2015), Multinational Business Finance. 14th edn. Harlow : Pearson Education Limited.

Further Reading

- The above-mentioned Essential Reading will be supplemented by a range of other learning resources including e-books, e-journals, online activities, web-based articles, videos, forums and blogs, either freely available or available via KnowledgeBank, as recommended by your course lecturer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Tutorial Support
- ☑ Course Feed
- ☑ Intensive Live Sessions/Learning Sprint
- ☑ Recorded Live Sessions

Learning Material
- ☑ Course Book
- ☑ Video
- ☑ Audio

Exam Preparation
- ☑ Practice Exam
- ☑ Online Tests

International Investment Appraisal

Course Code: LIBFBBAEIF02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

This module examines international corporate finance within the context of managing multinational enterprises (MNEs) and controlling international operations, focusing on the global financial environment, financing and investments.

Course Outcomes

On successful completion, students will be able to

- assess the challenges of managing MNEs.
- assess the opportunities and implications for MNEs debt and equity capital structures.
- appraise the different types of foreign investment undertaken by MNEs.
- select relevant capital budgeting techniques in the context of MNEs.

Contents

1. Management and control of international operations looking at constraints on management and understanding shareholder v stakeholder wealth maximization models

2. Sources of debt and equity raising for MNEs in an international context

3. Transfer pricing and tax legislation to understand differences in tax regimes around the world and the implications for multinational companies as well as the ethical implications surrounding transfer pricing and tax minimization methods

4. Foreign Direct Investment (FDI) and international capital budgeting, taking account of the greater complexity of the need to understand wider political risk and tax implications when undertaking financial analysis

Literature

Compulsory Reading

Further Reading

- Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2023). *Multinational business finance* (16th ed.). Pearson.

- The above-mentioned reading will be supplemented by a range of other learning resources including e-books, e-journals, online activities, web-based articles, videos, forums, and blogs, either freely available or available via KnowledgeBank, as recommended by your module lecturer.

Study Format Distance Learning

Study Format	Course Type
Distance Learning	

Information about the examination	
Examination Admission Requirements	**Online Tests:** yes
Type of Exam	

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
0 h	0 h	0 h	0 h	0 h	0 h

Instructional Methods

Tutorial Support	Learning Material	Exam Preparation
☑ Course Feed	☑ Course Book	☑ Online Tests
☑ Intensive Live Sessions/Learning Sprint	☑ Video	☑ Guideline
☑ Recorded Live Sessions	☑ Audio	

AWS Cloud Specialization

Module Code: DLBAWSCLSP

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator

Dr. Sheikh Radiah Rahim Rivu (Project: AWS - Cloud Essentials) / Prof. Dr. Tianxiang Lu (Project: AWS - Cloud Advanced)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: AWS - Cloud Essentials (DLBPAWSCLES01)
- Project: AWS - Cloud Advanced (DLBPAWSCLAD01)

Module Exam Type

Module Exam	Split Exam
	Project: AWS - Cloud Essentials • Study Format "Duales myStudium": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report Project: AWS - Cloud Advanced • Study Format "Duales myStudium": Written Assessment: Project Report • Study Format "Distance Learning": Written Assessment: Project Report • Study Format "myStudies": Written Assessment: Project Report

Module Contents

Project: AWS - Cloud Essentials

Students will learn the foundational concepts and services of Amazon Web Services (AWS), covering its core infrastructure services including computing, storage, and networking through practical experience. Emphasis is placed on practical skills for deploying Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) solutions.

Project: AWS - Cloud Advanced

This course offers advanced understanding of AWS, with a particular emphasis on specialized areas such as Solutions Architecture, Compliance & Security, and AI & Machine Learning. Students will acquire hands-on expertise in these areas, with the goal of enabling them to deploy laaS, Paas, or SaaS workloads using AWS, effectively tackle real-life interdisciplinary challenges, and confidently handle service configurations within the AWS cloud console.

Learning Outcomes

Project: AWS - Cloud Essentials

On successful completion, students will be able to

- understand the core services of AWS including compute, network, databases, and storage, deployment models (on-premises, hybrid, and vpc).
- explain the shared responsibility model, describe the basic global infrastructure and core security services.
- describe the AWS Well-Architected Framework and the basics of AWS Cloud Migration.
- get familiar with the terminology and concepts related to AWS Services, the AWS Management Console, AWS security measures, IAM and AWS networking services.
- apply and manage core service settings within the AWS cloud console effectively.
- assess data storage services in AWS to meet various application needs.
- plan and implement a scenario-based serverless service for small or medium-sized companies.
- configure basic network security using Amazon CloudWatch monitoring features for simple use cases in AWS, ensuring secure cloud operations.
- critically examine the core billing, account management, and pricing models and explain how to use pricing tools to make cost-effective choices for AWS services.

Project: AWS - Cloud Advanced

On successful completion, students will be able to

- understand and articulate the core services provided by AWS within chosen specialization tracks, including Solutions Architect, Compliance & Security, and AI & Machine Learning.
- critically examine the pros and cons of developing and deploying real-world scenarios using AWS IaaS, PaaS, vs. SaaS and public, private or hybrid deployment demonstrating a clear grasp of the necessary service and deployment intricacies.
- manage and configure profound service settings within the AWS cloud console, showing depth in technical proficiency and operational capabilities.
- critically assess, test and monitor the effect of different AWS deployment features, addressing interdisciplinary challenges through the appropriate use of AWS cloud services in realistic use cases.
- assess and critically reflect on AWS-based solutions, considering industry compliance and security requirements, ensuring a robust understanding of the legal and regulatory framework.
- apply and implement machine learning and artificial intelligence concepts using AWS to solve real-world problems, demonstrating innovative thinking and practical application of theoretical knowledge.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Computer Science & Software Development	All Bachelor Programs in the IT & Technology field

Project: AWS - Cloud Essentials

Course Code: DLBPAWSCLES01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Amazon Web Services (AWS) is a comprehensive cloud computing platform provided by Amazon that offers scalable computing power, storage, and various other functionalities to help businesses and individuals deploy applications and manage data efficiently. It reduces the need for physical hardware, thus lowering costs and increasing flexibility by allowing users to access services and resources on-demand from anywhere in the world. This service is highly relevant for daily life and business as it supports a wide range of applications and services, from hosting websites to supporting IoT devices and big data analytics, ultimately facilitating innovation, scalability, and global operations.

This course prepares students for the AWS Cloud Practitioner Certificate, providing a foundational understanding of AWS core services. Students will learn to articulate the benefits and use cases of AWS IaaS, PaaS, and SaaS, and grasp the basics of public, private, and hybrid cloud deployments. The course emphasizes practical skills in managing and configuring AWS services, ensuring students can effectively navigate the AWS cloud console. It lays the groundwork for critical assessments of AWS deployment features, addressing compliance and security requirements, and preparing students for more advanced AWS certifications and applications

Course Outcomes

On successful completion, students will be able to

- understand the core services of AWS including compute, network, databases, and storage, deployment models (on-premises, hybrid, and vpc).
- explain the shared responsibility model, describe the basic global infrastructure and core security services.
- describe the AWS Well-Architected Framework and the basics of AWS Cloud Migration.
- get familiar with the terminology and concepts related to AWS Services, the AWS Management Console, AWS security measures, IAM and AWS networking services.
- apply and manage core service settings within the AWS cloud console effectively.
- assess data storage services in AWS to meet various application needs.
- plan and implement a scenario-based serverless service for small or medium-sized companies.
- configure basic network security using Amazon CloudWatch monitoring features for simple use cases in AWS, ensuring secure cloud operations.
- critically examine the core billing, account management, and pricing models and explain how to use pricing tools to make cost-effective choices for AWS services.

Contents

- This course offers a comprehensive exploration of Amazon Web Services (AWS), focusing on its core services such as computing, networking, databases, and storage solutions. Students will delve into the AWS shared responsibility model, understand the global infrastructure, and learn about the integral security services provided. This also covers the AWS Well-Architected Framework and an introduction of the fundamentals for cloud migration strategies. Through hands-on exercises, students will gain proficiency in managing AWS environments using the AWS Management Console and implement security measures via AWS Identity and Access Management (IAM) and network services. Additionally, the course emphasizes the importance of cost management, enabling students to critically analyze AWS pricing models to make informed financial decisions for cloud-based solutions.

Literature

Compulsory Reading

Further Reading

- AWS Training and Certification Skill Builder. (2024). AWS Cloud Practitioner Essentials (7 hours).
- AWS Training and Certification Skill Builder. (2024). AWS Cloud Quest: Cloud Practitioner.
- AWS Training and Certification Skill Builder. (2024). AWS Technical Essentials (4 hours).
- AWS Training and Certification Skill Builder. (2024). Serverless – Knowledge Badge Readiness Path (13 hours).
- AWS Training and Certification Skill Builder. (2024). Standard Exam Prep Plan: AWS Certified Cloud Practitioner (CLF-C02) (18 hours).

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Project: AWS - Cloud Advanced

Course Code: DLBPAWSCLAD01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

AWS (Amazon Web Services) is a comprehensive cloud computing platform provided by Amazon that offers scalable computing power, storage, and various other functionalities to help businesses and individuals deploy applications and manage data efficiently. It reduces the need for physical hardware, thus lowering costs and increasing flexibility by allowing users to access services and resources on-demand from anywhere in the world. This service is highly relevant for daily life and business as it supports a wide range of applications and services, from hosting websites to supporting IoT devices, big data analytics and machine learning, ultimately facilitating innovation, scalability, and global operations. The course prepares students for the AWS Cloud Solution Architect Professional Certificate. It dives deeper into AWS core services, focusing on sophisticated deployment and management techniques. Students will critically examine and apply real-world scenarios using AWS IaaS, PaaS, and SaaS, and navigate complex deployment models. They will gain technical proficiency in managing advanced service settings within the AWS cloud console and address interdisciplinary challenges through hands-on practice. Additionally, the course covers assessing AWS solutions for compliance and security, ensuring robust understanding of legal frameworks. Students will also implement machine learning and AI concepts to solve real-world problems, fostering innovative thinking and practical application, and preparing them for the dynamic demands of the tech industry.

Course Outcomes

On successful completion, students will be able to

- understand and articulate the core services provided by AWS within chosen specialization tracks, including Solutions Architect, Compliance & Security, and AI & Machine Learning.
- critically examine the pros and cons of developing and deploying real-world scenarios using AWS IaaS, PaaS, vs. SaaS and public, private or hybrid deployment demonstrating a clear grasp of the necessary service and deployment intricacies.
- manage and configure profound service settings within the AWS cloud console, showing depth in technical proficiency and operational capabilities.
- critically assess, test and monitor the effect of different AWS deployment features, addressing interdisciplinary challenges through the appropriate use of AWS cloud services in realistic use cases.
- assess and critically reflect on AWS-based solutions, considering industry compliance and security requirements, ensuring a robust understanding of the legal and regulatory framework.

- apply and implement machine learning and artificial intelligence concepts using AWS to solve real-world problems, demonstrating innovative thinking and practical application of theoretical knowledge.

Contents

- This course ensures students gain a comprehensive understanding of AWS, specializing in Solutions Architect, Compliance & Security, and AI & Machine Learning. They will articulate core AWS services and critically examine the pros and cons of deploying real-world scenarios using AWS IaaS, PaaS, SaaS, and different deployment models (public, private, hybrid).
- Students will manage and configure service settings within the AWS cloud console, demonstrating technical proficiency. They will assess, test, and monitor AWS deployment features, addressing interdisciplinary challenges using realistic use cases. Additionally, students will evaluate AWS-based solutions for industry compliance and security, understanding the legal and regulatory frameworks.
- The course also covers applying machine learning and AI concepts using AWS to solve real-world problems, encouraging innovative thinking and practical application. This approach prepares students to excel in cloud architecture, compliance protocols, security measures, and AI-driven problem-solving, ensuring readiness for the tech industry's dynamic demands.

Literature

Compulsory Reading

Further Reading

- AWS Training and Certification Skill Builder. (2024). AWS Solutions Architect – Knowledge Badge Readiness Path (51 hours).
- AWS Training and Certification Skill Builder. (2024). Generative AI Learning Plan for Developers (12 hours).
- AWS Training and Certification Skill Builder. (2024). Online Course Supplement: Practical Data Science with Amazon SageMaker (1 day).

Study Format Duales myStudium

Study Format	Course Type
Duales myStudium	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Study Format myStudies

Study Format	Course Type
myStudies	Project

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
120 h	0 h	30 h	0 h	0 h	150 h

Instructional Methods	
Tutorial Support ☑ Course Feed ☑ Intensive Live Sessions/Learning Sprint ☑ Recorded Live Sessions	**Exam Preparation** ☑ Guideline

Bachelor Thesis

Module Code: DLBBT

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	BA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Degree Program Advisor (SGL) (Colloquium) / Degree Program Advisor (SGL) (Bachelor Thesis)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Bachelor Thesis (DLBBT01) ▪ Colloquium (DLBBT02)

Module Exam Type	
Module Exam	**Split Exam** Bachelor Thesis • Study Format "Distance Learning": Bachelor Thesis • Study Format "myStudies": Bachelor Thesis Colloquium • Study Format "Distance Learning": Colloquium • Study Format "myStudies": Colloquium

Module Contents

Colloquium
Colloquium on the bachelor's thesis
Bachelor Thesis

- Bachelor's thesis
- Colloquium on the bachelor's thesis

Learning Outcomes

Colloquium

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor’s thesis).

Bachelor Thesis

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Links to other Modules within the Study Program	**Links to other Study Programs of the University**
All modules in the Bachelor program	All Bachelor Programs in distance learning

Bachelor Thesis

Course Code: DLBBT01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		9	none

Course Description

The aim and purpose of the bachelor's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the bachelor's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyze a selected problem with scientific methods, critically evaluate it, and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic chosen by the student from their respective field of study should meet the acquired scientific competences, deepening their academic knowledge and skills in order to meet the future needs of the field.

Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Contents

- The bachelor's thesis must be written on a topic that relates to the content of the respective major field of study. In the context of the bachelor's thesis, the problem, as well as the scientific research goal, must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove their ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature

Compulsory Reading

Further Reading

- 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 Distance Learning

Study Format	Course Type
Distance Learning	Thesis Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Bachelor Thesis

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 h

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Thesis Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Bachelor Thesis

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
270 h	0 h	0 h	0 h	0 h	270 h

Instructional Methods

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 Distance Learning

Study Format	Course Type
Distance Learning	Thesis Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Colloquium

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
30 h	0 h	0 h	0 h	0 h	30 h

Instructional Methods

Study Format myStudies

Study Format	Course Type
myStudies	Thesis Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Colloquium

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
30 h	0 h	0 h	0 h	0 h	30 h

Instructional Methods