FH MÜNSTER
University of Applied Sciences

International Business & Management

Module Handbook

2025/01

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1. Learning objectives[1] of the Bachelor's programme "International Business & Management" IB&M, Münster University of Applied Sciences

I. Graduates are able to **demonstrate and apply relevant knowledge of the key disciplines of management and international business in various real-world contexts** with the help of **quantitative and qualitative methods**.
II. Graduates are able to **identify and analyse complex and nuanced business issues** and thereby to find appropriate solutions.
III. Graduates will be **capable of communicating appropriate solutions**, either in their mother tongue or in the **teaching language of their destination country**, **both orally and in writing at Level C1** (based on the CEFR), including digital communication.
IV. Graduates are able to **work effectively both individually and in multicultural teams based on their intercultural competence** for their focus region.
V. Graduates are able to **identify and diagnose issues of business ethics and sustainability** within an international business environment.
VI. Graduates are able to **acquire, apply and critically question new knowledge independently in academic as well as in business contexts**. They are able to adapt to **changing environments.**

[1] Learning objectives are categorised based on the description of skills laid down in the *Deutscher Qualifikationsrahmen für lebenslanges Lernen* (AK DQR, 2011) and in compatibility with the *Qualifikationsrahmen für Deutsche Hochschulabschlüsse* (KMK, 2017). Social and people skills were formulated appropriately in close connection to subject expertise when drawing up the learning objectives, which is why it is not always possible to clearly separate some of the skills mentioned.

2. Skills matrix

| | Basic Modules (1st & 2nd Semester = 60 ECTS) | | | | | | | | | | | | | | Intermediate Modules (3rd & 4th Semester = 60 ECTS) | | | | | | | | | | | | | |

3. Study Program

1st year

<table>
<tr><td colspan="3">1st Language: Business English / Spanish I (B2.1) [MSB.1.0001.1.P / MSB.1.0001.1.P / MSB.1.0344.0.P/]</td></tr>
<tr><td>Examination:
[MSB.1.0001.1.P / MSB.1.0001.1.P / MSB.1.0344.0.P] 1st Language: Business Language I (B2.1)</td><td>Course No:</td><td>ECTS credits:
4</td></tr>
<tr><td>Recommended classification:
1st semester</td><td>Compulsory mark:
[PF]</td><td>Language of instruction:
English/ Spanish</td></tr>
<tr><td>Module Leader:
Jennifer Burkart, M.A.
Claudia de Bornstedt, M.A.
Cathrin Ruppe, M.A.</td><td>Module frequency:
[WiSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Student support:
Module leader in Business Language and lecturer</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Students are able to
understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies
paraphrase general and specific economic/business related texts, orally and in writing, with correct content (albeit with some linguistic shortcomings)
present information with regard to economic and business topics coherently
take active part in conversations and discussions at an intermediate level of language
react adequately to cultural practices in the everyday life of the target country’s citizens</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">Written exam (90 minutes): 50 % of module grade
Course-related achievement test: 30 % of module grade homework assignments, essays, oral examinations, vocabulary tests, etc.)
Presentation: 20 % of module grade
Obligatory regular and active participation in the course</td></tr>
<tr><td>Teaching format</td><td colspan="2">Teaching in the form of seminars
Presentations</td></tr>
<tr><td>Teaching content</td><td colspan="2">State and administration in the target country
Structure of economy and society
Economically and socio-culturally significant regions
Education system and higher education system
Working conditions and social system</td></tr>
</table>

Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	B1.2 level CEF (proven in internal IB&M assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish I (B1.1)		
Examination: 1st Language: Business Spanish B1.1	**Course No:**	**ECTS credits:** **4**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader, Lecturer		

Learning Outcomes	Students are able to • understand standard texts (reports, descriptions, etc.), • understand key messages and important details in business correspondence, interviews and presentations • report both orally and in writing on schooling and vocational training, everyday working practices, occupational activities and companies • describe and give reasons for their views, actions and decisions in conversations, and discuss them, • describe simple graphics • give presentations on products, companies and country-specific topics using media resources, • write application documents in a customary way and • write emails and simple business letters (enquiries, company certificates, etc.)	
Type and length of examination	• Written examination (90 minutes): 50% of module grade • Oral examination (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Education and careers: personal introductions, the school system, apprenticeship trades, occupational activities, weekly timetables • Business contacts: manners and forms of address; telephone conversations, short interviews, company certificates • All kinds of products: devices and accessories, properties, materials, packaging, product descriptions • profile of consumers: consumer habits, advertising campaigns • Business trajectory: history of the company, taking stock, commenting on graphs • Trade fairs: preparations for a trade fair, expressing quantities, planning a trade fair	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h

Requirements with regard to content	A2.2 level Spanish language skills (proven in internal IB&M assessment test)
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

1st Language: Business Spanish I (B1.2)		
Examination: 1st Language: Business Spanish B1.2	**Course No:**	**ECTS credits:** **4**
Recommended classification: 1st Semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader, Lecturer		

Learning Outcomes	Students are able to • understand key messages and important details in company reports, product descriptions and presentations • report both orally and in writing on their work situation and activities, company location and place of residence • hold telephone conversations and short interviews • substantiate their own opinions, actions and decisions in conversations, and discuss them • give largely linguistically correct presentations on products companies and country-specific topics using media resources • take notes at meetings and write short reports about business activities and developments using graphics • write emails and simple business letters	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (, homework assignments, oral examinations, grammar / vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling, placing and confirmation of orders, acknowledgement of receipt, payment processing and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	B1.1 level Spanish language skills (proven in internal IB&M assessment test)	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Information will be given during the course

1st Language: Business Chinese I (A1.1) [MSB.1.0001.6.P]		
Examination: 1st Language:Business Chinese I [MSB.1.0001.6.P]	**Course No:**	**ECTS credits:** **4**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** Chinese, German
Module Leader: Jennifer Burkart, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand slowly delivered questions and simply worded instructions, and respond to them briefly • formulate everyday requests and respond to them • ask and respond to short simple questions about themselves, leisure activities, studies and jobs • understand and express numbers, currency, times, days, weeks, months and years • enter information about themselves on forms	
Type and length of examination	• Oral examination: 30% of the module grade • Vocabulary tests: 20% of the module grade • Examination: (50 minutes) 50% of the module grade	
Teaching format	• Teaching in the form of seminars	
Teaching content	• Greetings and introductions: information about one's name, • Introductions: information about jobs, language, country, origin. • Numbers, currency, times, days, months and years, make appointments and oral statements.	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	**Lóng neu A1–A2.** Chinesisch für Anfänger. Author: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A1.1		
Examination: 2nd Language: Business French / Spanish A 1.1 []	**Course No:**	**ECTS credits:** **3**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand slowly delivered questions and simply worded instructions, and respond to them briefly • formulate everyday requests and respond to them • glean the relevant information from short written and oral statements • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs • understand and express numbers, prices and times • give and ask information about eating habits • enter information about themselves on forms • make appointments by email or letter and write simple messages about everyday life and the world of work	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, oral examinations, vocabulary / grammar tests, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars	
Teaching content	• Greetings and introductions: information about one's name, age, family, language, country, job, hobbies, numbers • First contacts in the workplace and at university: naming of office furniture and equipment and departments, hobbies, leisure activities, and days of the week • Getting around in the city. Reservation of hotel rooms, naming of problems with the hotel room, finding one's way around the city, expression of the time of day and the time • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	**French : Quartier d'affaires débutant (A1).** Français professionnel. Authors: Delphine Jegou; Mari Paz Rosillo. Klett-Sprachen, 2017. Livre de l'élève; Cahier d'activités. **Spanish : Meta Profesional A1-A2**. Spanisch für den Beruf. Klett-Verlag, 2014. Course + Practice Book. Units 1-4.

2nd Language: Business Chinese A 1.1 []		
Examination: 2nd Language: Business Chinese A 1.1	**Course No:**	**ECTS credits:** **3**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** Chinese, German
Module Leader: Jennifer Burkart, MA	**Module frequency:** [WiSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand slowly delivered questions and simply worded instructions, and respond to them briefly • formulate everyday requests and respond to them • ask and respond to short simple questions about themselves, leisure activities, studies and jobs • understand and express numbers, currency, times, days, weeks, months and years • enter information about themselves on forms	
Type and length of examination	• Oral examination: 30% of the module grade • Vocabulary tests: 40% of the module grade • Examination (30 minutes): 30% of the module grade	
Teaching format	• Teaching in the form of seminars	
Teaching content	• Greetings and introductions: information about one's name, • Introductions: information about jobs, language, country, origin. • Numbers, currency, times, days, months and years, make appointments and oral statements	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	**Lóng neu A1–A2.** Chinesisch für Anfänger. Autor:: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A2.1 []		
Examination: [] 2nd Language: Business French / Spanish A2.1	**Course No:**	**ECTS credits:** **3**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand simple information concerning work and persons • understand the main points of short, simple, and precise messages and announcements • understand simple letters and emails (appointments, invitations) • take the main information from simple texts • order in restaurants • express wishes and criticism in simple words and ask for recommendations • answer and transfer simple phone calls at the workspace • introduce oneself in a text (education, professional experience and knowledge) • write short texts about organisations, persons, items	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Business lunch: in the restaurant • Conversation: childhood and youth, everyday experiences, holidays, future plans • Conversation: daily work routine and working conditions • Presenting professional profile and areas of activity • Presentation of companies, business activities, and products • Directions • On the phone: providing and requesting information, leaving a message • Doing bank transactions	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 45 h 90 h

Requirements with regard to content	A1 level French language skills (proven in internal IB&M assessment test)
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	**French : Quartier d'affaires 1 (A2).** Français professionnel et des affaires. Authors: M. Paz Rosillo, P. Macotta, M. Demaret. Klett-Sprachen, 2013. Livre de l'élève; Cahier d'activités **Spanish** : **Meta profesional A1-A2**. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.

2nd Language: Business French / Spanish B1.1		
Examination: [2nd Language: Business French/ Spanish B 1.1	**Course No:**	**ECTS credits:** **3**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand standard texts (reports, descriptions, etc.), • understand key messages and important details in business correspondence, interviews and presentations, • report both orally and in writing on schooling and vocational training, everyday working practices, occupational activities and companies, • describe and give reasons for their views, actions and decisions in conversations, and discuss them, • describe simple graphics, • give presentations on products, companies and country-specific topics using media resources, • write application documents in a customary way and • write emails and simple business letters (enquiries, company certificates, etc.).	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Oral exam (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Education and careers: personal introductions, the school system, apprenticeship trades, occupational activities, weekly timetables • Earning and spending money: incomes and salaries, subsistence and consumer spending; customer consultation at the bank; job applications • Business contacts: manners and forms of address; telephone conversations, short interviews, company certificates • All kinds of products: devices and accessories, properties, materials, packaging, product descriptions	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h

Requirements with regard to content	A2.2 level French / Spanish language skills (proven in internal IB&M assessment test)
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	**French : Quartier d'affaires 2 (B1).** Français professionnel et des affaires. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2014. Livre de l'élève; Cahier d'activités **Spanish** : **Meta profesional B1**. Spanisch für den Beruf. Klett-Verlag, 2015. Course and Practice Book.

2nd Language: Business English/French/Spanish (B2.1)		
Examination: 2nd Language: Business Language I (B2.1)	**Course No:**	**ECTS credits:** **3**
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** English/ French/ Spanish
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately to cultural practices in everyday life of the target country	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade homework assignments, essays, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	B1.2 level CEF (proven in internal IB&M assessment test)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

2nd Language: Business English/French/ Spanish (B2.2)		
Examination: 2nd Language: English / French / Spanish(B2.2)	**Course No:** 429601	**ECTS credits:** 3
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** English/French/Spanish/
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Comprehend lectures in general context and understand significant details • Describe issues of diverse topics orally and in writing, well structured, and in doing so, they use a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments, • Build a logical argumentation, thereby emphasize significant points in an adequate manner and mention supporting details, • Structure a presentation logically using visual tools and present it nearly without notes.	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	2nd Business Language has been completed successfully (B 2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

Legal Frameworks and Accounting (Rechtliche Rahmenbedingungen und Buchführung) [MSB.1.0235.0.P]		
Examination: [MSB.1.0235.0.P] Legal Frameworks and Accounting	**Course No:**	**ECTS credits:** 6
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Christoph Buchmüller, Prof. Dr. Isabel von Keitz, Prof. Dr. Olaf Tanto, Dr. Clemens Pelster		

Learning Outcomes	Students are able to • know the key factors of influence that determine of private individuals' tax burdens, • are able to resolve basic taxation problems independently by applying the expertise gained, • are able to prepare a simple tax return, including taxable net income, • understand the importance of business accounting in general and bookkeeping in particular, and are able to get to grips with technical terms properly, • are able to describe the components of annual financial statements and their content, • are able to enter transactions correctly and to describe the effects they have on balance sheets, profit and loss accounts, and liquid assets, • know and understand general legal foundations and the foundations of contract law concerning the sale of goods and are able to evaluate the legislation concerned, • are able to reiterate, classify and explain the knowledge acquired, • are capable of applying the knowledge gained to real facts from business practice using the relevant laws (subsumption), • analyse cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments.
Type and length of examination	Written exam (120 mins)
Teaching format	• Taxation part: teaching in the form of seminars • Law part: teaching in the form of seminars, case work in small groups • Bookkeeping and Accounting part: Blended learning, i.e. independent processing of a web-based learning module (ILIAS platform) and teaching in the form of seminars supplemented by tutorials
Teaching content	• Taxation part: fundamentals of the taxation of private individuals in due consideration of procedural law and income tax law

	• Law part: foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB)), contractual obligations • Bookkeeping and Accounting part: foundations of accounting, the organisation of bookkeeping, the technique of bookkeeping, entering selected transactions, the effects of transactions on annual financial statements	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Bornhofen: Steuerlehre 2, Gabler Verlag, neueste Auflage Friebel/ Rick/ Schneider/ Schoor: Fallsammlung Einkommensteuer, nwb-Verlag, neueste Auflage Schäfer-Kunz: Buchführung und Jahresabschluss, Schäffer-Poeschel, neueste Auflage Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage Mehrings, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage Baetge/ Kirsch/ Thiele, Bilanzen, IDW-Verlag, neueste Auflage	

Management Processes (Management Processes) [MSB.1.0180.0.P]		
Examination: [MSB.1.0180.0.P] Management Processes	**Course No:**	**ECTS credits:** 8
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** English
Module Leader: Prof. Dr. Ulrich Balz	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Thomas Jansen, Prof. Dr. Marcus Laumann		
Learning Outcomes	Students are able to • Describe the goal-setting process and a generic management process • Reflect on goals and tools of socially responsible management, focusing on ethics and sustainability • Use selected analytical tools and work out and discuss corporate ESG objectives from primary materials for existing companies in a differentiated manner • Explain the relationship between strategy and organisation as well as key terms and theories of organisation theory • Analyse simple processes, and model and optimise them in BPMN 2.0 • Understand the key challenges of organisational design, and are able to explain the different types of organisational structures and their advantages and disadvantages • Describe the tasks and basic problems arising in human resources management, and discuss them in relation to structural problems in companies • Create PowerPoint presentations; present them in a structured manner; and give fellow students feedback, • Prepare calculations using spreadsheets and assess data in a flexible manner, for example, by applying complex functions (such as SVERWEIS; frequency, target-value search) and by filter functions and pivot tables • Prepare tables of content, subject indices, and bibliographies for academic texts using word-processing programmes • Apply fundamental constructs of programming (loops and branching) using self-created programmes	
Type and length of examination	Written exam (80 mins): 50% of module grade Group presentation: 50% of module grade	
Teaching format	• Teaching in the form of seminars • Case studies/exercises • Presentation by students including feedback	
Teaching content	• Company objectives • Business management processes	

	• Environment, goals, and tools of socially responsible management • Strategy and organisation • Organisation theory and organisational design • Organisational structure • Process organisation • Tasks and foundations of human resources management • Presentation techniques • Word processing and spreadsheets • Development of programs	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 120 h 240 h
Requirements with regard to content	none	
Formal requirements	Proof of academic achievement in accordance with § 17 of the General Part of the Examination Regulations for the Bachelor and Master Degrees at the University of Applied Sciences (AT PO)	
Recommended reading	Jones, Gareth: Organizational Theory, Design und Change, current edition Robbins, S. u. a.: Organizational Behavior Robbins/ Coulter: Management, current edition Molthan-Hill, P.: The Business Student´s Guide to Sustainable Management	

Mathematics (Mathematik) [MSB.1.0185.0.P]		
Examination: [MSB.1.0185.0.P] Mathematics	**Course No:**	**ECTS credits:** 6
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Michael Bücker	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Michael Bücker		

Learning Outcomes	Students are able to • Describe the foundations of linear algebra and are able to solve economic issues in connection with systems of linear equations and simple linear optimisation tasks • Explain sequences and series of numbers and are able to use them in economic issues (financial mathematics), • Use functions (curve sketching) and are aware of important economic applications (such as cost, revenue, profit and price sales function and elasticities) • Formulate and resolve relevant economic optimisation tasks using differential calculus with one or several variables, with and without constraints, • Grasp integral calculus as a basis of calculating probabilities and statistics as well as key economic applications	
Type and length of examination	Written exam (60 mins)	
Teaching format	• Teaching in the form of seminars, exercises • Activating teaching methods (tutorials)	
Teaching content	• Classroom teaching including accompanying exercises • Activating elements of teaching (tutorials) • Mathematical foundations (logic, set theory, inequalities) • Linear algebra (vector space, algebra of matrices, linear systems of equations and inequations), • Sequences, series and limits • Functions (with economic applications) • Differential calculus of functions with one variable • Integral calculus • Differential calculus of functions with several variables	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Basic knowledge of school mathematics	
Formal requirements	none	
Recommended reading	Rade/ Westergren: Springers Mathematische Formeln, Springer-Verlag Garus, Westerheide: Differential- und Integralrechnung, Hanser Verlag	

	Nollau: Mathematik für Wirtschaftswissenschaftler, Vieweg + Teubner Peters: Wirtschaftsmathematik, Verlag Kohlhammer, mit: Akkerboom, Peters: Wirtschaftsmathematik – Übungsbuch Salomon/ Poguntke: Wirtschaftsmathematik, Fortis Verlag

Microeconomics (Mikroökonomie) [MSB.1.0190.0.P]		
Examination: [MSB.1.0190.0.P] Microeconomics	**Course No:**	**ECTS credits:** 3
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Manuel Rupprecht	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Manuel Rupprecht, Dr. Oliver Fohrmann		

Learning Outcomes	Students are able to • understand and apply the key terms and methods of microeconomics • understand how competitive markets and other types of market work, and predict changes in prices and sales volumes due to exogenous and endogenous effects, • understand and apply economic decision-making by both manufacturers and consumers • understand and balance the objectives of economic efficiency and social justice	
Type and length of examination	Written exam (60 mins)	
Teaching format	• Lectures • Exercises • Group work	
Teaching content	• Foundations of microeconomics.	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	30 h 60 h 90 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Mankiw, G.: Grundzüge der Volkswirtschaftslehre, current edition	

1st Language: Business English/ Spanish II (B2.2) [MSB.1.0002.1.P / MSB.1.0002.2.P / MSB.1.0002.3.P/]		
Examination: [MSB.1.0002.1.P / MSB.1.0002.2.P / MSB.1.0002.3.P] 1st Language: Business Language II (B2.2)	**Course No:** 429601	**ECTS credits:** 4
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** English/Spanish
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Comprehend lectures in general context and understand the significant details • Describe issues of diverse topics orally and in writing, in a well-structured manner, using a complex sentence structure and specialist vocabulary • Justify and defend own positions in discussions using relevant explanations and comments • Build a logical argumentation, thereby emphasizing significant points in an adequate manner, and mention supporting details • Structure a presentation logically using visual tools and present it with little to no recourse to notes	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language I has been completed successfully (B2.1)	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Information will be given during the course

1st Language: Business Spanish II (B1.2)		
Examination: 1st Language: Business Spanish B1.2	**Course No:**	**ECTS credits:** **4**
Recommended classification: 2nd Semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Module leader and lecturer		

Learning Outcomes	Students are able to • understand key messages and important details in company reports, product descriptions and presentations, • report both orally and in writing on their work situation and activities, company location and place of residence, • hold telephone conversations and short interviews, • substantiate their own opinions, actions and decisions in conversations, and discuss them, • give linguistically largely correct presentations on products, companies and country-specific topics using media resources, • take notes at meetings and write short reports about business activities and developments using graphics, • write emails and simple business letters	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral examinations, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling: placing and confirmation of orders, acknowledgement of receipt, payment processing and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Spanish B1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Information will be given during the course

1st Language: Business Spanish II (B2.1)		
Examination: [1st Language: Business Language II (B2.1)	**Course No:**	**ECTS credits:** **4**
Recommended classification: 2nd Semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader of Business Language and lecturer		

Learning Outcomes	Students are able to • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life, and regional studies • paraphrase general and specific economic/business related texts, orally and in writing, with correct content (albeit with linguistic shortcomings) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately to cultural practices in the everyday life of the target country's citizens	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade homework assignments, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language I has been completed successfully (B 1.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Chinese II (A1.2) [1.0002.6.P]		
Examination: 1st Language: Business Chinese II [1.0002.6.P]	**Course No:**	**ECTS credits:** **4**
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** Chinese, German
Module Leader: Jennifer Burkart, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • glean the relevant information from simple conversations and texts • formulate and respond appropriately to everyday questions and requests • formulate greetings and apologies, and accept and refuse invitations • formulate greetings and apologies, and accept and refuse invitations • write simple texts about themselves • describe everyday daily routines, university life, also reporting about the past • write simple emails (hotel reservations, confirmations of appointments)	
Type and length of examination	• Oral examination: 30% of the module grade • Vocabulary tests: 20% of the module grade • Examination: (50 minutes) 50% of the module grade	
Teaching format	• Teaching in the form of seminars	
Teaching content	• Introductions: information about family, age, jobs and hobbies. • Travel: information about directions, modes of transport items, getting around in the city, reservation of hotel rooms. • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Chinese I has been completed successfully (A1.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	**Lóng neu A1–A2.** Chinesisch für Anfänger. Autor: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French/Spanish A 1.2		
Examination: 2nd Language: Business French/Spanish A1.2	**Course No:**	**ECTS credits:** **3**
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • glean the relevant information from simple conversations and texts • exchange simply worded information about directions, modes of transport, and accommodation in face-to-face conversations and on the phone • make and cancel appointments • formulate and respond appropriately to everyday questions and requests • formulate greetings and apologies, and accept and refuse invitations • write simple texts about themselves and the world of work • describe everyday daily routines, university life and professional life, also reporting about the past • write simple emails (hotel reservations, confirmations of appointments, invitations, etc.).	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Daily routines and everyday general and workplace activities • Travel: the weather, seasons and months; modes of transport, items of clothing and colours • Housing: apartments, residential areas and furniture; housing advertisements and house rules • Encounters and events: greetings and invitations; parts of the body and diseases, advice on health; easy news broadcasts	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business French / Spanish has been completed successfully (A1.1)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	**French : Quartier d'affaires débutant (A1).** Français professionnel. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2017. Livre de l'élève; Cahier d'activités **Spanish : Meta profesional A1-A2**. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.

2nd Language: Business Chinese A1.2 []		
Examination: 2nd Language: Business Chinese A 1.2	**Course No:**	**ECTS credits:** **3**
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** Chinese, German
Module Leader: Jennifer Burkart, MA	**Module frequency:** [SoSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • glean the relevant information from simple conversations and texts, • formulate and respond appropriately to everyday questions and requests, • formulate greetings and apologies, and accept and refuse invitations, • formulate greetings and apologies, and accept and refuse invitations, • write simple texts about themselves, • describe everyday daily routines, university life, reporting also about the past, • write simple emails (hotel reservations, confirmations of appointments).	
Type and length of examination	• Oral examination: 30% of the module grade • Vocabulary tests: 40% of the module grade Examination: (30 minutes) 30% of the module grade	
Teaching format	• Teaching in the form of seminars	
Teaching content	• Introductions: information about family, age, jobs and hobbies. • Travel: information about directions, modes of transport items, getting around in the city, reservation of hotel rooms. • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits.	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Chinese A1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	**Lóng neu A1–A2.** Chinesisch für Anfänger. Autor: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A2.2		
Examination: [] 2nd Language: Business French /Spanish A 2.2	**Course No:**	**ECTS credits:** **3**
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** French/Spanish
Module Leader: Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • welcome colleagues and customers, use polite phrases, conduct a conversation • understand information about internal and standard everyday products and services • inform others about planning, framework, and project status by using simple language • speak about services and properties of commodities (computer, phone) • make proposals, give advice and recommendations, frame working instructions • draft simple reports on companies, projects, business situations, processes • write business emails ((information) requests, complaints), using simple and formal language	
Type and length of examination	• Written examination (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Oral examination: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Communication in meetings: agenda, project meeting, discussion of risks and opportunities • Product presentation and manuals • Business correspondence • Business trips: preparation and follow-up • Product marketing	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business French/Spanish A2.1 has been completed successfully	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	**French : Quartier d'affaires 1 (A2).** Français professionnel et des affaires. Authors : M. Paz Rosillo, P. Macotta, M. Demaret. Klett-Sprachen, 2013. Livre de l'élève; Cahier d'activités	

	Spanish : Meta profesional A1-A2. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.

2nd Language: Business French / Spanish B 1.2		
Examination: [2nd Language: Business French / Spanish B 1.2	**Course No:**	**ECTS credits:** **3**
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** French /Spanish
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Lecturer		

Learning Outcomes	Students are able to • understand key messages and important details in company reports, product descriptions and presentations • report both orally and in writing on their work situation and activities, company location and place of residence • hold telephone conversations and short interviews • substantiate their own opinions, actions and decisions in conversations, and discuss them • give linguistically largely correct presentations on products, companies and country-specific topics using media resources • take notes at meetings and write short reports about business activities and developments using graphics • write emails and simple business letters	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Oral exam (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling: placing and confirmation of orders, acknowledgement of receipt, payment processing, and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Spanish/French B1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	**French : Quartier d'affaires 2 (B1).** Français professionnel et des affaires. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2014. Livre de l'élève; Cahier d'activités. **Spanish : Meta profesional B1**. Spanisch für den Beruf. Klett-Verlag, 2015. Course and Practice Book.

Financial Business Administration (Finanzwirtschaftliche BWL) [MSB.1.0119.0.P]		
Examination: [MSB.1.0119.0.P] Financial Business Administration	**Course No:**	**ECTS credits:** 6
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** German, English
Module Leader: Prof. Dr. Ulrich Balz	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Klaus Schulte, Dr. Clemens Pelster		

Learning Outcomes	Students are able to • Select methods of static and dynamic investment accounting and use them to prepare decisions on individual or competing projects • Identify the significance and paths of internal financing and of assessing external financing instruments using equity capital • Describe the key recognition, measurement and disclosure regulations for significant balance sheet items of the German Commercial Code (HGB) and International Financial Reporting Standards (IFRS), including the key implicit and explicit accounting options; are able to trace their deviating definition back to the objectives pursued in the respective accounting system; and are capable of applying these rules to specific accounting issues • Explain the functions and requirements of preparing financial statements in accordance with HGB and IFRS, and content of the notes for financial statements, management reports, statements of changes in equity and cash flow statements • Identify ESG issues in investment decisions • Understand the terms and understand the interrelations of the underlying standards of actual cost accounting • Display fundamental operational structures in standard cost accounting models
Type and length of examination	Written exam (105 mins)
Teaching format	• Teaching in the form of seminars • Blended learning (investment and finance) • Learning team coaching/case studies
Teaching content	• Investment decisions under certainty and an introduction to handling uncertainty • Internal financing and selected external financing instruments • Addressees and objectives of annual financial statements • Recognition, measurement, and disclosure regulations according to HGB and IFRS • Notes on financial statements, management reports, statements of changes in equity and cash flow statements • Cost-type accounting with actual costs; examination of the most important cost types • Cost centre accounting, including internal cost allocation

	• Cost unit accounting: all costing procedures • Cost splitting and costing on the basis of variable costs • Short-term decision accounting and multi-stage direct costing	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	Foundations of bookkeeping	
Formal requirements	none	
Recommended reading	Brealy/Myers/Allen: Principles of Corporate Finance, latest ed., McGraw-Hill Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, neueste Aufl., Vahlen Zantow/ Dinauer: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, neueste Auflage, Pearson Studium Baetge, Jörg/ Kirsch, Hans-Jürgen/ Thiele, Stefan: Bilanzen, neueste Auflage, Düsseldorf Buchholz, Rainer: Grundzüge des Jahresabschlusses nach HGB und IFRS, neueste Auflage, München Coenenberg, Adolf Gerhard/ Haller, Axel/ Schultze, Wolfgang: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage, Stuttgart Pellens, Bernhard/ Fülbier, R. U./ Gassen, J. /Sellhorn, Th.: Internationale Rechnungslegung, neueste Auflage, Stuttgart Jossé, G.: Basiswissen Kostenrechnung, München 2011 (oder neuere Auflage)	

Primary Business Processes (Betriebswirtschaftliche Primärprozesse) [MSB.1.0065.0.P]		
Examination: [MSB.1.0065.0.P] Primary Business Processes	**Course No:**	**ECTS credits:** 6
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Christiane Fühner	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dircksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Bert Kiel, Prof. Dr. Roland Multhaup, Prof. Dr. Ralf Schengber, Prof. Dr. Franz Vallée, Prof. Dr. Christiane Fühner, Prof. Christoph Heinbach		

Learning Outcomes	Students are to • understand the individual tasks in the different parts of the corporate value creation chain (procurement, production and marketing), including the tools used and the logistical implications • derive material requirements, schedule them and calculate order quantities • determine the production programme, schedule it, split it into internal batches, determine intensities and operating times for machines, and schedule internal orders • explain the fundamentals of marketing and the four traditional tools in the marketing mix (product, price, communication and distribution policy)	
Type and length of examination	Written exam (120 mins)	
Teaching format	• Lectures and teaching in the form of seminars • Independent processing of tasks and subsequent presentation of work results	
Teaching content	• Procurement, production and logistics (analysis of range of materials, material requirement and order quantity planning, storage of materials, production programme planning, scheduling production, production distribution planning, size of order planning, operational scheduling) • Foundations of marketing (market-oriented corporate management, marketing management process, information procurement, product, contracting, communication and distribution policy)	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Adam, D.: Produktionsmanagement, 9. Auflage, Wiesbaden 1998 Corsten, H./ Gössinger, R.: Produktionswirtschaft,	

	aktuelle Auflage, München Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing, Grundlagen marktorientierter Unternehmensführung, aktuelle Auflage, Wiesbaden Wannenwetsch, H.: Integrierte Materialwirtschaft und Logistik, aktuelle Auflage, Berlin, Heidelberg, New York

Statistics and Financial Mathematics (Statistik und Finanzmathematik) [MSB.1.0255.0.P]		
Examination: [MSB.1.0255.0.P] Statistics and Financial Mathematics	**Course No:**	**ECTS credits:** 6
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Michael Bücker	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Michael Bücker, Prof. Dr. Ulrich Balz		

Learning Outcomes	Students are able to • grasp the standard methods of data evaluation and data description (descriptive statistics) and to understand their selection and application, • use the basic methods of interferential statistics, • independently carry out the practical application of basic statistical methods on the basis of existing data by using established software (IBM SPSS), • comprehend and assess the quality of results obtained by non-independent statistical investigations.	
Type and length of examination	Written exam (105 mins)	
Teaching format	• Lectures with integrated exercises • Tutorials (voluntary participation), intended as learning support to consolidate lecture content and to create the basis for exercises	
Teaching content	Descriptive statistics • Statistical characteristics and statistical distributions • Indicators of a sample • Measures of association Interferential statistics • Foundations of the calculation of probabilities • Random variable and probability distributions • Statistical estimation techniques • Statistical testing procedures/ univariate, bivariate and multivariate hypothesis testing The statistics software IBM SPSS is used throughout the course to illustrate content using data analysis.	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 105 h 180 h
Requirements with regard to content	Foundations in Mathematics are recommended	
Formal requirements	none	

Recommended reading	Kurzhals, R.: Schnellkurs Statistik, aktuelle Auflage, Wiley Verlag Kruschwitz, Lutz: Finanzmathematik, aktuelle Auflage, De Gruyter

Macroeconomics (Makroökonomie) [MSB.1.0178.0.P]		
Examination: [MSB.1.0178.0.P] Macroeconomics	**Course No:**	**ECTS credits:** 5
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Jürgen Reckwerth	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Jürgen Reckwerth		

Learning Outcomes	Students are able to • explain and apply the key terms and methods of macroeconomics • explain fundamental macroeconomic interrelations and their significance for companies. In this respect, macroeconomic interrelations refer to: o Economic performance, its long-term development and short-term fluctuations o The monetary sector and labour markets o International economic relations • apply the models taught in lectures to issues and critically assess the results.	
Type and length of examination	Written exam (75 mins)	
Teaching format	• Lectures • Exercises • Group work	
Teaching content	• Foundations of macroeconomics.	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 90 h 150 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Mankiw, G.: Makroökonomie, aktuelle Auflage Mankiw, G.: Grundzüge der Volkswirtschaftslehre, aktuelle Auflage	

Regional Studies Latin America I (Regionalstudien Lateinamerikas I) [MSB.1.0237.0.P]		
Examination: [MSB.1.0237.0.P] Regional Studies Latin America I	**Course No:**	**ECTS credits:** 3
Recommended classification: 1st semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Martina Ratermann	**Module frequency:** WiSe	**How to register:**
Student support: Dr. Frank Zirkl, Claudia Umanzor		

Learning Outcomes	Students are able to • analyse interdependencies between the geographical, historical, political, environmental, and current socio-cultural conditions in Latin America • analyse the challenges of a cultural, political and economic nature, particularly in the target regions of the programme and at the partner universities, and to adapt accordingly • academically prepare and present results both independently and in a team in a manner suited to the target group	
Type and length of examination	Presentation 50 % Term paper 50 % of the module grade	
Teaching format	• Seminar • Practical exercises	
Teaching content	• Development characteristics of Latin America • Physical geographical and human geographical foundations • Demographic and social science aspects • Analysis of the economic / economic-geographic situation • Urbanisation process and current urbanisation trends • Human-environment relations in Latin America • Intercultural experiences of students in Latin America	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	40 h 50 h 90 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Maihold, G.; Sangmeister, H.; Werz, N. (Hrsg.) (2019): Lateinamerika. Handbuch für Wissenschaft und Studium. Baden Baden Peters, S. et al (Hrsg.) (2021): Krisenklima. Umweltkonflikte aus lateinamerikanischer Perspektive. Baden Baden Werz, N. (2020): Lateinamerika: Geschichte und Gegenwart. Stuttgart	

Regional Studies Latin America II (Regionalstudien Lateinamerikas II) [MSB.1.0238.0.P]		
Examination: [MSB.1.0238.0.P] Regional Studies Latin America II	**Course No:**	**ECTS credits:** 3
Recommended classification: 2nd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Martina Ratermann	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Martina Ratermann, Claudia Umanzor, guest		

Learning Outcomes	Students are able to • name the most important framework conditions that influence Latin American (LA) and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • classify current conditions and developments in Latin America and Europe from the perspective of different disciplines, • name the main economic structures in LA and use them as a decision-making and evaluation tool, • independently interpret economic development in LA, • apply concepts in the areas of economic theory in relation to LA, • individually analyse research results and summarise the results scientifically.	
Type and length of examination	• Politics: essay: 66 % of the module grade • Latin American Economy: presentation: 33 % of the module grade	
Teaching format	• Latin America conference open to the public • Seminars	
Teaching content	• Scientific conference in collaboration with Franz Hitze Haus, also open to the public • Conference topics include globalisation, democratisation, social inequality, etc. • Comparison of political systems and current societal issues in LA and Europe • Economic development in LA • Analysis of the economic situation and/ or examination of selected enterprises from the private sector • Analysis of international competitiveness	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 45 h 90 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading		

2nd year

<table>
<tr><th colspan="4">Law and Taxation (Recht und Steuern) [MSB.1.0234.0.P]</th></tr>
<tr><td>Examination:
[MSB.1.0234.0.P] Law and Taxation</td><td colspan="2">Course No:</td><td>ECTS credits:
4</td></tr>
<tr><td>Recommended classification:
3rd semester</td><td colspan="2">Compulsory mark:
[WPF]</td><td>Language of instruction:
German</td></tr>
<tr><td>Module Leader:
Prof. Dr. Christoph Buchmüller</td><td colspan="2">Module frequency:
[WiSe]</td><td>How to register:</td></tr>
<tr><td colspan="4">Student support:
Prof. Dr. Christoph Buchmüller, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer</td></tr>
<tr><td>Learning Outcomes</td><td colspan="3">Students are able to
understand general legal foundations and the foundations of contract law (in particular, sale of goods law) and are able to evaluate the legislation concerned
reiterate, classify, and explain knowledge gained from the course
apply knowledge gained to real facts from business practice (cases) using the relevant laws (subsumption)
analyse cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments
know the key influencing factors that determine corporate tax burdens
independently solve basic tax problems using acquired expertise
recognize interfaces between taxation and other areas of business administration, e.g. for investment accounts, financing or accounting.</td></tr>
<tr><td>Type and length of examination</td><td colspan="3">Written exam (90 mins)</td></tr>
<tr><td>Teaching format</td><td colspan="3">Teaching in the form of seminars
Exercises
Learning in small groups (case work)</td></tr>
<tr><td>Teaching content</td><td colspan="3">Foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB))
Contractual obligations and impairments of the performance of an obligation (in particular, sale of goods law)
Overview of tort law and property law
Fundamentals of current taxation of companies, taking into account income tax law, trade tax law and corporate tax law</td></tr>
<tr><td>Workload</td><td>Face-to-face instruction: 4 hrs/wk per semester
Preparatory and follow-up work by student:
Total:</td><td>60 h
60 h
120 h</td><td></td></tr>
<tr><td>Requirements with regard to content</td><td colspan="3">none</td></tr>
</table>

Formal requirements	none
Recommended reading	Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage Mehrings, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage Bornhofen: Steuerlehre 2 (aktuelle Aufl.), Gabler-Verlag Grefe: Unternehmenssteuern (aktuelle Aufl.), Kiehl-Verlag

Business Informatics (Wirtschaftsinformatik) [MSB.1.0317.0.P]		
Examination: [MSB.1.0317.0.P] Business Informatics	**Course No:**	**ECTS credits:** 4
Recommended classification: 3rd semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Prof. Dr. Michael Hewing	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Michael Hewing		

Learning Outcomes	Students are able to • understand basic programming terms • develop and create a programme • explain the basics of standard business software (ERP system) • design and create a database • formulate and apply queries in SQL	
Type and length of examination	Written exam (60 mins)	
Teaching format	• Teaching in the form of seminars with a high degree of practical relevance • Accompanying/ integrated exercises (on databases / programming / ERP system) in the PC pool	
Teaching content	• Course Business Informatics I, Software Development: design programmes, create programmes, test programmes • Course Business Informatics II, Databases: Design databases using ERM, implement them (MySQL) and send queries using SQL	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	none	
Formal requirements	Proof of academic achievement in accordance with § 17 of the General Part of the Examination Regulations for the Bachelor and Master Degrees at the University of Applied Sciences (AT PO)	
Recommended reading	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme More reading is provided on the ILIAS Platform	

Economic Foundations of European Integration (Volkswirtschaftliche Grundlagen der europäischen Integration) [MSB.1.0273.0.P]		
Examination: [MSB.1.0273.0.P] European Integration: Foundations of Economics	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Manuel Rupprecht	**Module frequency:** [WiSe]	**How to register:**
Student support: Prof. Dr. Manuel Rupprecht, Prof. Dr. Jürgen Reckwerth		

Learning Outcomes	Students are able to • understand how European integration works and can assess the effects it has on companies, countries and budgets, • understand and apply the basic terms of integration theory exchange rate systems and monetary policy • apply the knowledge of relationships to current economic policy issues and problems • tackle complex economic topics with assistance, and prepare, present, and discuss them comprehensibly in a team	
Type and length of examination	• Written exam (90 mins): 75 % of module grade • Presentation: 25 % of module grade	
Teaching format	• Teaching in the form of seminars • Exercises • Group work • Presentation including a round of discussions	
Teaching content	• Foundations of integration theory, exchange rate analysis, and monetary policy • EU institutions and policy areas • Selected aspects of European integration (consequences and problems of integration, financial crises, ...)	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Lecture of Microeconomics and Macroeconomics	
Formal requirements	none	
Recommended reading	See lecture materials	

Intercultural Management (Intercultural Management) [MSB.1.0159.0.P]		
Examination: [MSB.1.0159.0.P] Intercultural Management	**Course No:** INC02	**ECTS credits:** 4
Recommended classification: 3rd semester	**Compulsory mark:** [PF]	**Language of instruction:** English
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Sandy Fisher		

Learning Outcomes	Students are able to • explain the basis of cultural differences and the influence culture has on cognition, communication, conflicts, decision-making, and leadership based on cultural models (knowledge) • reflect on their own intercultural competence and culture-based assumptions (reflection) • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and acquire knowledge of strategies to overcome communication barriers and cultural differences (strategy) • adapt their style of communicating and behaviour to intercultural situations and reflect independently on intercultural situations (behaviour), • express their ethical position in an international context • carry out expert interviews and a content-analysis of interviews (scientific work).	
Type and length of examination	Presentation (including analysis of interview)	
Teaching format	4 hours per week taught „en bloc“ (group work, role play, video reflection, case studies)	
Teaching content	• Methods to analyse cultures • Influence of culture on management functions (communication, conflict management, leadership) • Tools for reflection	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Good basic knowledge of English	
Formal requirements	Obligatory regular and active participation in the course “Intercultural Management”	
Recommended reading	Adler, J.N.: International Dimensions of Organizational Behaviour, current edition, SAGE Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014	

	Thomas, D.C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, current edition, Berrett-Koehler Publishers

<table>
<tr><th colspan="3">Corporate Management (Unternehmensführung) [MSB.1.0365.0.P]</th></tr>
<tr><td>Examination:
[MSB.1.0365.0.P] Business Management</td><td>Course No:</td><td>ECTS credits:
7</td></tr>
<tr><td>Recommended classification:
3rd / 4th semester</td><td>Compulsory mark:
[PF]</td><td>Language of instruction:
English, German</td></tr>
<tr><td>Module Leader:
Prof. Dr. Mike Wasserman</td><td>Module frequency:
[WiSe/SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Student support:
Prof. Dr. Mike Wasserman, Prof. Dr. Olaf Arlinghaus</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Qualification objectives
The module consists of two courses
(I) Strategic Management and (II) Project Management.

I. Strategic Management
1. Expertise:
1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics
1.2 Recognition of connections between business strategy and operational implementation in the company divisions
1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies
2. Methodological skills:
2.1 The ability to analyse strategic problems and develop proposals for solving them
2.2 The ability to apply the foundations of strategic management

The aim of this course is to provide an overview of strategic tools, shedding light on the procedure of drawing up a strategy and the process of implementation. This knowledge is essential in order to deal at an early stage with the requirements and task fields in a potential international professional activity.

II. Project Management
By the end of this course, students should be able to...
• explain all important project management processes and implement them in projects and
• use all important project management tools established in practice for controlling and managing projects.

III. Social Business
Students are able to differentiate between Social Businesses and For-Profit-Corporations based on their analysis of business issues and are able to apply their knowledge to selected cases.</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">Written exam (90 mins)</td></tr>
</table>

Teaching format	• Lectures • Teaching in the form of seminars • Exercises, case studies, presentations • guided private study of additional reading material	

Teaching content	**Strategic Management**
	• Introduction
	• Vision and objectives
	• Strategic planning
	• Analysis and diagnosis
	• Mergers & acquisitions
	• Trends and objectives
	• Process/example
	• Pitfalls and successful integration
	
	Project Management
	• Definition of projects and project management
	• Project management process groups
	  ○ Initiation and planning
	  ○ Implementation, controlling and completion
	• Project management knowledge areas
	  ○ Project integration, scope and quality management
	  ○ Cost controlling and time management in projects
	  ○ Risk management in projects
	  ○ Personnel and communication management
	  ○ Stakeholder management
	• Further approaches of Project Management
	  ○ Critical Chain and Theory of Constraints
	  ○ Deadline Project Management
	  ○ International Aspects of Project Management
	
	Social Business	

Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 135 h 210 h
Requirements with regard to content	Basic knowledge of business processes in companies, basic knowledge of English for project management in English	
Formal requirements	none	
Recommended reading	**Strategic Management:** Hungenberg, H.: Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, Gabler Verlag, Wiesbaden, neueste Auflage. Johnson, G. / Scholes, K.: Strategisches Management - Eine Einführung: Anaylse, Entscheidung und Umsetzung, Pearson, neueste Auflage.	

	Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, neueste Auflage. **Project Management** Koster, K.: International Project Management, neueste Auflage.

International Economics and Sustainable Economy (Internationale VWL und nachhaltige Ökonomie) [MSB.1.0166.0.P]		
Examination: [MSB.1.0166.0.P] International Economics and sustainable Economy	**Course No:**	**ECTS credits:** 7
Recommended classification: 4th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Manuel Rupprecht	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Manuel Rupprecht, Prof. Dr. Nina Michaelis		

Learning Outcomes	Students are able to • apply the previously learnt connections of international economics to current international issues and problems, and critically assess the outcomes/solutions • explain issues - using a sound theoretical approach - on complex societal, economic, and political frameworks of sustainable development, superordinate as they are to processes of business, and engage in discussions on these topics in a dynamic manner • explain corporate social responsibility and assess specific business distribution channels	
Type and length of examination	• Written exam (90 mins): 70 % of module grade • Report or presentation or discussion paper: 30 % of module grade	
Teaching format	• Teaching in the form of seminars • Exercises • Case studies in group work	

Teaching content	International economics
	• International trade flows and globalisation
	• Theory of international trade
	• Foundations of international commercial policy
	• Analysis of exchange rates and balance of payments
	
	Sustainability in economics
	• Sustainability as a complex challenge for all social actors
	• Sustainability in economic theory
	  ○ The role of the state, consumers, and enterprises in the implementation of a sustainable economic system
	  ○ Specific instruments for implementing a sustainable means of doing business	

Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 135 h 210 h
Requirements with regard to content	Foundations of Business Administration and Economics (Microeconomics and Macroeconomics)	

Formal requirements	none
Recommended reading	Krugman, Paul R.: Internationale Wirtschaft, Theorie und Politik der Außenwirtschaft, Pearson Rogall, H. (2012): Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, aktuelle Auflage, Marburg See also course material.

Regional Studies Latin America III (Regionalstudien Lateinamerikas III) [MSB.1.0239.0.P]		
Examination: [MSB.1.0239.0.P] Regional Studies Latin America III	**Course No:**	**ECTS credits:** 4
Recommended classification: 3rd semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Martina Ratermann	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Ulrike Bock, Wencke Kuhs		

Learning Outcomes	Students • know the historic origin of current social and political structures of Latin American societies, • are able to explain the legal systems of Latin American countries and illustrate how they are different or similar to European legal systems.	
Type and length of examination	• History: text summary (50 %) • Law: term paper (17 %) and presentation (33 %)	
Teaching format	• Latin America conference open to the public • Seminars	
Teaching content	• Indigenous cultures prior to the Spanish colonisation of the Americas • Establishment and structures of colonial rule in Latin America and their effects on contemporary culture • Time of change: reform efforts, resistance and independence movements • Fundamental processes of the 19th century (state and nation-building, social and economic developments) • Integration process under business law in Latin America • Significance of the most important economic alliances with German companies (NAFTA, MERCOSUR, etc.) • Company-relevant aspects of trade agreements concluded between the EU and Latin America (in particular tax and investment law) • Special features of international trade and legal relations with Latin American countries	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Rinke, Stefan: Geschichte Lateinamerikas. Von den frühesten Kulturen bis zur Gegenwart, München, Beck, 2010 Holloway, Thomas H. (Hrsg.): A Companion to Latin American History, Chichester u.a.: Wiley-Blackwell, 2011	

1st Language: Business English/Spanish III – C1.1 [MSB.1.0004.1.P / MSB.1.0004.2.P / ??]		
Examination: [1 MSB.1.0004.1.P / MSB.1.0004.2.P] 1st Language: Business Language III (C1.1)	**Course No:** 439601	**ECTS credits:** **4**
Recommended classification: 3rd semester	**Compulsory mark:** [PF]	**Language of instruction:** English/Spanish
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Understand longer, linguistically sophisticated professional texts in whole and in detail • Comprehend complex information in meetings and presentations in whole and are able to summarise the main points • Write longer, study-related texts in consideration of scientific criteria • Write standard texts (i.a. applications, curriculum vitae) as far as possible independently and in accordance with the typical customs of the country • Communicate confidently and effectively in job interviews and negotiations • Present profession related issues including graphs	
Type and length of examination	• Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Sustainable business • Business management and working culture • Human resource management • Application training • Marketing strategies	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Languages II has been completed successfully (B 2.2)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

1st Language: Business Spanish III (B2.1)		
Examination: [1st Language: Business Language II (B2.1)	**Course No:**	**ECTS credits:** **4**
Recommended classification: 3rd Semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies • paraphrase general and specific economic / business-related texts, orally and in writing, with correct content (albeit with linguistic shortcomings) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately to cultural practices in the everyday life of the target country's citizens	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade homework assignments, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language II has been completed successfully (B1.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish III (B2.2)		
Examination: 1st Language: Business Language III (B2.2)	**Course No:** 429601	**ECTS credits:** 4
Recommended classification: 3rd semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Comprehend lectures in general context and understand the significant details • Describe issues of diverse topics orally and in writing, in a well-structured manner, using a complex sentence structure and specialist vocabulary • Justify and defend own positions in discussions using relevant explanations and comments • Build a logical argumentation, thereby emphasizing significant points in an adequate manner, and mention supporting details • Structure a presentation logically using visual tools and present it with little to no recourse to notes.	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language II has been completed successfully (B2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

Intercultural Management & Politics of Latin America (Intercultural Management & Politik Lateinamerikas) [MSB.1.0160.0.P]		
Examination: [MSB.1.0160.0.P] Intercultural Management & Politics of Latin America	**Course No:**	**ECTS credits:** 6
Recommended classification: 4th semester	**Compulsory mark:** [PF]	**Language of instruction:** English
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** SoSe	**How to register:**
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Sandy Fisher		

Learning Outcomes	Students are able to • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge) • reflect on their own intercultural competence and culture-based assumptions (reflection) • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations, and know strategies to overcome communication barriers and cultural differences (strategy) • adapt their style of communicating and behaviour to intercultural situations and reflect independently on intercultural situations (behaviour) • express their ethical position in an international context • carry out expert interviews and a content-analysis of interviews (scientific work)	
Type and length of examination	• Written exam (60 mins.): 33 % of the module grade • Presentation (67% of the module grade)	
Teaching format	• Group activities, role plays, case studies, video analysis, videos	
Teaching content	• Methodologies for analysing and bridging cultural differences • Impact of culture on management functions (e.g. communication, leadership, conflict management) • Tools for self-reflection	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	68 h 112 h 180 h
Requirements with regard to content	Foundations of English	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Adler, J.N.: International Dimensions of Organizational Behaviour, 5th edition, SAGE.	

	Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014. Thomas, D.C.; Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009. Also available in Spanish: „Inteligencia cultural – Habilidades interpersonales para triunfar en la empresa global“, Paidós, 2007.

1st Language: Business English/ Spanish IV – C1.2 [MSB.1.0005.1.P / MSB.1.0005.2.P / ??]		
Examination: [14509] 1st Language: Business Language IV (C1.2)	**Course No:**	**ECTS credits:** **4**
Recommended classification: 4th semester	**Compulsory mark:** [PF]	**Language of instruction:** English/ Spanish/
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Comprehend longer presentations and lectures of different topics of economy and business administration in detail • Comprehend longer, complex specialist texts in general and in detail • Articulate their personal opinion in a differentiated and plausible manner • Take active and effective part in demanding conversations, discussions, and debates • Fluently present information that is sensibly structured and tailored to the audience	
Type and length of examination	• Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• International trade • Market and sales • Transport and logistics • Project finance	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Languages III has been completed successfully (C 1.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish IV (B2.2)		
Examination: 1st Language: Business Language IV (B2.2)	**Course No:** 429601	**ECTS credits:** 4
Recommended classification: 4th semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [SoSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Comprehend lectures in general context and understand the significant details • Describe issues of diverse topics orally and in writing, in a well-structured manner, using a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments • Build a logical argumentation, thereby emphasizing significant points in an adequate manner, and mention supporting details • Structure a presentation logically using visual tools and present it with little to no recourse to notes	
Type and length of examination	• Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language III has been completed successfully (B2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish IV – C1.1		
Examination: 1st Language: Business Language IV (C1.1)	**Course No:** 439601	**ECTS credits:** **4**
Recommended classification: 4th semester	**Compulsory mark:** [PF]	**Language of instruction:** Spanish
Module Leader: Claudia de Bornstedt, M.A.	**Module frequency:** [WiSe]	**How to register:**
Student support: Module leader Business Language and lecturer		

Learning Outcomes	Students are able to • Understand longer, linguistically sophisticated, professional texts in whole and in detail • Comprehend complex information in meetings and presentations in whole and summarise the main points • Write longer, study-related texts in consideration of scientific criteria • Write standard texts (i.a. applications, curriculum vitae) as far as possible independently and in accordance with the typical customs of the country • Communicate confidently and effectively in job interviews and negotiations • Present vocational issues including graphs	
Type and length of examination	• Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade • Obligatory regular and active participation in the course	
Teaching format	• Teaching in the form of seminars • Presentations	
Teaching content	• Sustainable business • Business management and working culture • Human resource management • Application training • Marketing strategies	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Languages III has been completed successfully (B2.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course.	

Managing Technology (Managing Technology) [MSB.1.0367.0.P]		
Managing Technology [MSB.1.0367.0.P]	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Dr. Sandy Fisher	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Dr. Sandy Fisher		

Learning Outcomes	Students are able to • Apply knowledge of individual, organizational, and societal factors that encourage and inhibit technological innovation to evaluate and plan technology investments • Use qualitative and quantitative tools to assess the value of innovation projects, both individually and as part of a portfolio • Describe and evaluate processes for managing technology innovation (e.g., alliances, stage gates, team development) • Discuss how technology and innovation can support business and societal goals of sustainability • Analyse issues and challenges related to the development of cutting edge technology under ambiguous circumstances • Apply tools and concepts to analyze real-world examples of innovation and technology management	
Type and length of examination	Presentation (30 minutes): 40% of module grade Assignment/seminar paper: 60% of module grade	
Teaching format	Teaching in the form of seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings	
Teaching content	• Technology diffusion and adoption models • New product development processes and decision-making processes • Intellectual property protection • Organisational structures and processes to enhance creativity and innovation	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Individual articles from the English language business press (publications such as *Harvard Business Review*, *The Economist*) will be recommended for each class period	

International HRM (International HRM) [MSB.1.0366.0.P]		
Examination: International Human Resource Management [MSB.1.0366.0.P]	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Dr. Sandy Fisher	**Module frequency:** [WiSe/SoSe]]	**How to register:**
Student support: Dr. Sandy Fisher		

Learning Outcomes	Students are able to • Describe the primary types of international human resource (HR) strategies and practices associated with each, • Apply knowledge of differences among cultures, analysing how national culture affects the effectiveness of HR practices, • Compare German employment and labour law to such laws in other countries, identifying similarities and differences, • Identify ethical challenges in international HR and propose solutions to these challenges, • Describe the purpose of using expatriates as part of a global HR system and identify appropriate techniques for selecting, training, and repatriating these employees • Explain how HR practices affect sustainable use of human capital • Evaluate multinational companies' use of various HR strategies and practices	
Type and length of examination	Written examination (90 mins): 60% of module grade Assignment/seminar paper: 40% of module grade	
Teaching format	Teaching in the form of seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	• International human resource management strategies and techniques (recruiting, selection, talent management) • Cultural differences in human resources management practices • Employment and labour law from an international perspective • Management of expatriate employees	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	

Recommended reading	Individual articles from the English language business press (publications such as *HR Magazine, People & Strategy*) will be recommended for each class period

Intermediate Finance (Finanzwirtschaftliche Grundlagen der Unternehmensführung) [MSB.1.0128.0.P]		
Examination: [MSB.1.0128.0.P] Financial Foundations of Business Management	**Course No:** B84201, B84401	**ECTS credits:** 6
Recommended classification: 3rd / 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German, English
Module Leader: Prof. Christian Tallau	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Christian Tallau, Prof. Dr. Ulrich Balz, Prof. Dr. Juliane Wolf, Lecturers		

Learning Outcomes	Students are able to • Analyse enterprises on the basis of cash flow-oriented key performance indicators • Prepare integrated financial planning • Describe the key elements of the operative risk management process • Explain the deficits and advantages of alternative financial objectives • Make investment decisions under imperfect capital market conditions • Explain and use portfolio theory and the Capital Asset Pricing Model (CAPM) as theoretical models to calculate risk adjusted equity costs	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of seminars with exercises/ case studies	
Teaching content	• Cash flow statements and working capital • Integrated financial planning • The risk management process (risk identification, risk assessment, risk reporting, risk management, risk monitoring) • Financial objectives • Investment accounting with capital rationing, taxes and risk • Portfolio theory and CAPM	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	• Basic Bookkeeping course • Basic Investment and Finance course	
Formal requirements	None	
Recommended reading	Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, München, ab 12. Aufl. Vanini: Risikomanagement: Grundlagen, Instrumente, Unternehmenspraxis, Stuttgart 2012	

	Brealey/ Myers/ Allen (BMA): Principles of Corporate Finance, Global Edition, latest ed., McGraw-Hill

Foundations of Process Management and ERP Systems (Grundlagen Prozessmanagement und ERP-Systeme) [MSB.1.0138.0.P]		
Examination: [MSB.1.0138.0.P] Foundations of Process Management and ERP Systems	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/ 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English and German
Module Leader: Prof. Dr. Appelfeller	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Michael Hewing, Lecturers		

Learning Outcomes	Students are able to • Explain process orientation requirements and distinguish process-oriented companies from other companies • Differentiate and explain fundamental elements of process management and to relate them to each another • Model and analyse processes and to optimise them, in particular, on an ERP basis • Explain the structure, mode of operation and characteristics of ERP systems • Put process management and ERP systems into relation with each other and to comprehend and test processes selected for this purpose on the system	
Type and length of examination	• Written exam (90 mins): 75 % of the module grade • Case Study (approximately 20-30 mins per person): 25 % of the module grade	
Teaching format	Lectures, case study work in small groups, presentation of case study results by students, work on an ERP system	
Teaching content	• The business process management system as a frame of reference • Analysing, modelling and optimising business processes • The significance of ERP systems for business process management • The structure, mode of operation and characteristics of ERP systems • ERP systems for companies of different sizes • Practical work on a range of ERP systems	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Fischermanns, Guido: Praxishandbuch Prozessmanagement, 10. aktualisierte Auflage, Gießen 2012	

	Gronau, Norbert: Enterprise Resource Planning: Architektur, Funktionen und Management von ERP-Systemen, München 2010 Schmelzer, Hermann, J./ Sesselmann, Wolfgang: Geschäfts-prozessmanagement in der Praxis, aktuelle Auflage, München

Logistics (Logistik) [MSB.1.0177.0.P]		
Examination: [MSB.1.0177.0.P] Logistics	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/ 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English, German
Module Leader: Prof. Dr. Michael Dircksen	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Michael Dircksen, Prof. Dr. Christoph Heinback, Dr. Sandra Wissing		

Learning Outcomes	Students are able to • Define and use the key terms in logistics and explain the different objectives pertaining to logistics • Name the latest developments / framework conditions and derive their impact on logistics • Explain and differentiate between traditional logistical tasks and the logistics systems associated with them in the individual phases of the value creation process (procurement, production, distribution and disposal) • Research logistical issues, critically questioning existing concepts and developing new solutions • Present their proposals for solutions comprehensibly and defend these using reasoned arguments in discussions with superiors and customers • Organise case study work independently in a team (multicultural teams when possible)	
Type and length of examination	• Written exam (90 mins.): 75 % of module grade • Case study: 25 % of module grade	
Teaching format	• Teaching in form of seminars • Excursions • Case studies	
Teaching content	• Strategic planning of logistics systems • Extended TUL logistics divided into procurement, production, distribution and disposal/ return according to the Supply Chain Operations Reference Model • Current trends in logistics • Objectives of logistics	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Case-studies: Total:	60 h 60 h 60 h 180 h
Requirements with regard to content	Content of the foundation module “Primary Business Processes”	
Formal requirements	None	
Recommended reading	Schulte, C.: Logistik – Wege zur Optimierung der Supply Chain, aktuelle Auflage, München Gleißner / Femerling: Logistik, 2. akt. u. erw. Aufl., Wiesbaden	

	Pfohl, H.-C.: Logistiksysteme, aktuelle Aufl., Berlin / Heidelberg Werner, H.: Supply Chain Management, aktuelle Aufl., Wiesbaden

Marketing (Marketing) [MSB.1.0184.0.P]		
Examination: [MSB.1.0184.0.P] Marketing	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/ 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Ralf Schengber	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Ralf Schengber, Prof. Dr. Carmen-Maria Albrecht, Hartmut Günther, M.A.		

Learning Outcomes	Students are able to • Explain and differentiate between market research terms • Describe the fundamental methods of primary and secondary research, and create a high degree of practical relevance, • Describe the typical sequence of a market research process and apply it to specific application scenarios. The five process phases “Identification of information requirements” “Survey”, “Analysis”, “Interpretation” and “Decision” can be specified with regard to content using examples • Illustrate fundamental relations due to their in-depth knowledge gained in selected analytical methods (e.g. conjoint analysis), • Know the standards of professional ethics (IHK/ESOMAR) and are able to apply them to specific cases. They are able to identify the possible competition law consequences of breaches of these standards, • Know the main features and explanatory approaches of the buyer behaviour of consumers and companies.	
Type and length of examination	Written exam (90 mins.)	
Teaching format	Lecture	
Teaching content	• Market research (specialist foundations, rules of professional ethics of market researcher IHK/ESOMAR, selected methods of instrument-based market research, conjoint measurement, principles of developing questionnaires, consumer research and test markets) • Buyer behaviour (purchase behaviour of consumers, types of buying decisions and objects of purchase, buying process, buyer typologies, purchase behaviour of companies, buying phases, classification of types of business, buying centre analysis)	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 90 h 180 h
Requirements with regard to content	Foundations of marketing	
Formal requirements	none	
Recommended reading	Weis, Steinmetz , aktuelle Aufl., Marktforschung Backhaus/ Erichson/ Plinke/ Weiber, aktuelle Aufl.: Multivariate Analysemethoden	

	Kroeber-Riehl, Gröppel-Klein, aktuelle Aufl.: Konsumentenverhalten Backhaus, aktuelle Auflage: Industriegütermarketing

Human Resources Management/ Organizational Behaviour (Personalmanagement/ Organizational Behaviour) [MSB.1.0208.0.P]		
Examination: [MSB.1.0208.0.P] Human Resources Management/ Organisational Behaviour	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/ 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Thomas Jansen	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Annette Nagel		

Learning Outcomes	Students are able to • Systematically portray and substantiate the influence human resources management has on business success, • Analyse and assess business management measures and instruments to control staff behaviour at the individual, group and organisational level, • Structure groups on the basis of behavioural scientific findings, and manage group processes, • Analyse approaches to motivate individuals, to influence values and attitudes, and to optimise decisions, and assess them with regard to their use in performing management tasks.	
Type and length of examination	Written exam (90 mins): 65 % of module grade (Jansen); 90 % of module grade (Nagel) Assignment/seminar paper: 35 % of module grade (Jansen); 10 % of module grade (Nagel)	
Teaching format	• Teaching in the form of seminars • Case studies / group work • Moderated development of competencies and knowledge processing	
Teaching content	• Relationship between human resources management and business success • Corporate policy and performance management • Group management • Management of individuals	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	See lecture materials	

Quantitative Methods I (Quantitative Methoden I) [MSB.1.0228.0.P]		
Examination: [MSB.1.0228.0.P] Quantitative Methods	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Reiner Kurzhals	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Reiner Kurzhals, Dr. Nina Büchel, Prof. Dr. Christiane Fühner, Prof. Dr. Anja Stumpf		

Learning Outcomes	Students are able to • Have in-depth theoretical and practical knowledge of planning and decision-making techniques • Use suitable operations research software in applying the quantitative methods mentioned • Apply content from the GM Statistics lecture to a market research project using IBM SPSS • Transfer an existing empirical data set to strategic recommendations for action using intelligent, statistical IBM SPSS analyses, illustrated by a convincing business MS PowerPoint presentation	
Type and length of examination	Written exam (60 mins): 50 % of module grade Seminar papers/case study: 50 % of module grade	
Teaching format	Lectures/ exercises, teaching in the form of seminars with a high proportion of case studies, projects and computer-aided practical exercises	
Teaching content	Introduction to Operations Research • Foundations of operations research • Foundations of decision theory • Linear optimisation • Network technique Statistical tools and methods • Brief introduction/in-depth study of IBM SPSS • Description and processing of case studies using IBM SPSS • Introduction to multivariate analysis using IBM SPSS	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180h
Requirements with regard to content	Contents of the module Statistics	
Formal requirements	None	
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, aktuelle Auflage, Wiley Verlag, Backhaus, K. u.a.: Multivariate Analysemethoden, aktuelle Auflage, Springer Verlag, Berlin	

	Bühl, A./ Zöfel, P.: SPSS Version 20, Einführung in die moderne Datenanalyse unter Windows, aktuelle Auflage, München

Accounting (Rechnungswesen) [MSB.1.0232.0.P]		
Examination: [MSB.1.0232.0.P] Accounting	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Martin Schreiber	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Martin Schreiber, Prof. Dr. Isabel von Keitz, Prof. Dr. Holger Pooten, Prof. Dr. Klaus Schulte		

Learning Outcomes	Students should be familiar with the possibilities of decision-oriented information processing and transfer with regard to external and internal addressees. Students are able to • Recognise accounting options and discretionary powers existing in accordance with the German Commercial Code (HGB) and to use them within accounting policy objectives in a decision-oriented manner • Recognise opportunities and limitations of accounting policy in accordance with HGB • Know the key foundations of indicator-based balance sheet analysis • Become acquainted with the main areas of indicator analysis • Prepare and assess corporate management decisions using cost accounting data • Develop suitable cost accounting systems applicable to virtually all practical cases.
Type and length of examination	Written exam (90 mins)
Teaching format	• Teaching in the form of seminars • Learn-team-coaching • Case study processing and exercise units
Teaching content	• Accounting policy and balance sheet analysis • Accounting policy objectives • Assessment criteria of accounting policy instruments • Accounting policy instruments for styling and presenting the facts and for allocation of profits policy • Foundations of indicator-based financial statement analysis • Cost Accounting II • Differentiated full cost accounting (activity-based costing) • Differentiated variable costing with multistage contribution margin accounting • Standard costing and deviation analyses o Static standard costing o Flexible budgeting based on full costing o Marginal costing (flexible standard costing based on variable costing) • International approaches in designing cost accounting systems (e.g. Standard Cost Accounting)

Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Relevant knowledge from the basic module Financial Business Administration II	
Formal requirements	none	
Recommended reading	Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, aktuelle Auflage Freidank/ Velte: Rechnungslegung und Rechnungslegungspolitik, aktuelle Auflage Friedl/ Hofmann/ Pedell, B.: Kostenrechnung, aktuelle Auflage	

Taxation (Steuern) [MSB.1.0257.0.P]		
Examination: [MSB.1.0257.0.P] Taxation	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Olaf Tanto		

Learning Outcomes	Students are able to • Describe the principles of entering and valuing assets in tax balance sheets and how they differ to trade balance sheets • Recognize legal options in the calculation of profits for tax purposes and to use them in a targeted manner • Explain the European turnover tax system of all-phase net turnover tax with input tax deduction • Evaluate real supply and performance relationships concerning their relevance to value-added tax	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of seminars, including numerous examples, exercises, case studies	
Teaching content	• Determination of profits for tax purposes, in particular tax balance sheets (types of profit determination, the authoritative principle, differences between trade balance sheets and tax balance sheets, scope of business assets, entering and valuing assets and liabilities) [23 contact hours] • Transaction taxes, especially turnover tax (taxable items, determination of the place of performance for deliveries and services, tax exemptions, taxation procedures and EU regulations) [23 contact hours]	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Contents of Financial Business Administration I + II	
Formal requirements	None	
Recommended reading	Steuergesetze (und auszugsweise Steuerrichtlinien) + Lehrbücher (alt.): **Steuerbilanzen:** Scheffler, W.: Besteuerung von Unternehmen II, Maus, G.: Bilanzsteuerrecht, Koltermann, J.: Fallsammlung Bilanzsteuerrecht **Umsatzsteuer:** Bornhofen, M.: Steuerlehre 1 + Übungsbuch; Walkenhorst, J.: Umsatzsteuer + Fallsammlung Umsatzsteuer	

	Im Übrigen wird auf aktuelle Literaturempfehlungen der Dozenten verwiesen.

Business Law II (Wirtschaftsrecht II) [MSB.1.0339.0.P]		
Examination: [MSB.1.0339.0.P] Business Law II	**Course No:** B81101	**ECTS credits:** 6
Recommended classification: 3rd/ 4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Rainer Herzog	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Rainer Herzog		

Learning Outcomes	Students are able to • Resolve simple to moderately difficult cases from private business law appropriately • Recognise in practice the legal relevance of circumstances and to act accordingly • Further develop their understanding of law and legislation and learn how to work with laws.	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of • Seminars • Exercises • Group work	
Teaching content	• Foundations of commercial law • Foundations of company law	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Good knowledge of the German Civil Code (BGB): General Section, contract law; basic knowledge of property law	
Formal requirements	none	
Recommended reading	Führich: Wirtschaftsprivatrecht, Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht, aktuelle Aufl., Vahlen: München Klunzinger, Eugen: Grundzüge des Gesellschaftsrechts, aktuelle Aufl., Vahlen: München Mehrings: Grundzüge des Wirtschaftsprivatrechts, aktuelle Auf., Vahlen, München Teichmann, Arthur: Handelsrecht. aktuelle Aufl., Baden-Baden	

Sustainable Economic Activity (Nachhaltiges Wirtschaften) [MSB.1.0199.0.P]		
Examination: [MSB.1.0199.0.P] Sustainable Economic Activity	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th Semester	**Compulsory mark:** [WPF]	**Language of instruction:** German or English
Module Leader: Prof. Dr. Nina Michaelis	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Nina Michaelis, Prof. Dr. Bert Kiel, Prof. Dr. Nora Verfürth		

Learning Outcomes	Students are able to • Discuss social corporate responsibility and the necessary social and economic policy framework conditions for sustainable development • Explain issues superior to the business process and to participate in discussions on these topics in a differentiated manner • Describe specific corporate starting points and are capable of assessing these • Apply the knowledge gained on sustainable economic activity in case studies et al	
Type and length of examination	Oral exam (60 mins): 60 % of module grade Assignment (case studies, simulations, business games): 40 % of module grade	
Teaching format	• Lectures • Teaching in the form of seminars • Case studies • Simulation • Business games	
Teaching content	• Sustainability as a complex challenge to all actors in society • Sustainability in economic theory • The role of the State, consumers and companies in the implementation of a sustainable economic system • Specific instruments for implementing sustainable management practices	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60h 120h 180h
Requirements with regard to content	Foundations of Economics and Business Administration	
Formal requirements	None	
Recommended reading	Molthan-Hill, P.:The Business Student´s Guide to Sustainable Management Rogall, H.: Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, aktuelle Auflage, Marburg	

Economics II: Globalisation and European Integration (Globalisierung und Europäische Integration) [MSB.1.0279.0.P]		
Examination: [MSB.1.0279.0.P] Globalisation and European Integration	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German or English
Module Leader: Prof. Dr. Jürgen Reckwerth	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Jürgen Reckwerth, Prof. Dr. Nina Michaelis, Prof. Dr. Manuel Rupprecht		

Learning Outcomes	Students are able to • Describe how globalisation and European integration work and assess how they effect on corporate decisions • Apply the basic terms and concepts of international business analysis and integration theory, in particular being able to describe and apply simple trade theory models • Apply the relationships learned to current economic policy issues and problems, • Prepare, present and discuss complex economic topics with assistance from a team.	
Type and length of examination	Written exam (90 mins): 70 % of module grade Assignments: 30 % of module grade	
Teaching format	Teaching in the form of • Seminars • Exercises • Group work • Presentations including group discussion	
Teaching content	• Foundations of trade theory and integration theory and exchange rate analysis • Selected aspects of globalisation (institutions, effects, developing countries, problems, financial crisis, ...) • EU institutions and policy areas	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	See lecture materials	

Business game (Planspiel) [MSB.1.0209.0.P]		
Examination: Business game [MSB.1.0209.0.P]	**Course No:** B40201	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:** [WPF]	**Language of instruction:** German or English
Module Leader: Prof. Dr. Benjamin Matthies	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Christiane Fühner, M.A. Hartmut Günther, Prof. Dr. Thorsten Kliewe, Prof. Dr. Benjamin Matthies, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte, Prof. Dr. Dirk Thoms-Meyer		

Learning Outcomes	Students are able to • Think, plan and act entrepreneurially using business games, case studies or project-based tasks • Recognise and take into account connections and dependencies between different entrepreneurial factors of success and consider these in their activities and decisions, • Apply problem-oriented methods and procedures to solve tasks and organise their implementation (course of action, allocation of tasks, etc.) independently, • Describe and present the results generated in the form of lectures, project reports, etc.	
Type and length of examination	Presentations, lectures, project reports, results of business games (the types of examination are defined for each course on a task-related basis)	
Teaching format	• Business game • Case studies • Project-based tasks	
Teaching content	Business game TOPSIM – Going Global • Entrepreneurial thinking, planning and acting in an international environment • Expansion strategy (market barriers, forms of market entry and market development) • Strategic marketing (competitor analysis, marketing mix, product life cycles and corporate identity) • Operational management (production management, human resource planning, procurement planning, logistics, finance and accounting) Alternating topics in the form of case studies and project work are described and introduced by the lecturers before term starts	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 135 h 180 h
Requirements with regard to content	none	
Formal requirements	none	

Recommended reading	Published individually, depending on the course

Entrepreneurship (Entrepreneurship) [MSB.1.0271.0.P]		
Examination: Entrepreneurship [MSB.1.0271.0.P]	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Prof. Dr. Mike Wasserman	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Mike Wasserman, Prof. Dr. Philipp Bitzer		

Learning Outcomes	Students are able to • Describe and recognise entrepreneurial thinking and acting, • Apply their knowledge and skills to their own business idea, • Develop this idea to a conceptual prototype, • Develop social and human resources skills, • Work in multicultural teams.	
Type and length of examination	Presentation: 50% of module grade, project: 30 % of module grade, essay 20% of module	
Teaching format	Project work with coaching	
Teaching content	• Entrepreneurial thinking/ acting and concept creation • Concept and prototype testing • Communicating and presenting your concept • Financially proving your concept	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	none	

Project (Projekt) [MSB.1.0271.0.P]		
Examination: Project [MSB.1.0271.0.P]	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:** [WPF]	**Language of instruction:** English, German or Spanish
Module Leader: Prof. Dr. Ulrich Balz	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann		

Learning Outcomes	Students are able to • Develop their technical, methodological, social and self-competencies according to their own interests by working on a task of their choice.	
Type and length of examination	• Report and/ or presentation	
Teaching format	Project work with coaching	
Teaching content	Students apply course content to a defined task. Task and content are arranged individually.	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 180 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	none	

<table>
<tr><td colspan="3">Corporate Management (Unternehmensführung) [MSB.1.0365.0.P]
Incomings</td></tr>
<tr><td>Examination:
[1.0365.0.P] Business Management</td><td></td><td>ECTS credits:
6</td></tr>
<tr><td>Recommended classification:
3rd semester</td><td>Compulsory mark:
[PF]</td><td>Language of instruction:
German, English</td></tr>
<tr><td>Module Leader:
Prof. Dr. Carsten Feldmann</td><td>Module frequency:
[SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Student support:
Prof. Dr. Carsten Feldmann, Prof. Dr. Olaf Arlinghaus, Prof. Mike Wasserman, PhD</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Qualification objectives
The module consists of two courses
(I) Strategic Management and (II) Project Management.

I. Strategic Management
1. Expertise:
1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics
1.2 Recognition of connections between business strategy and operational implementation in the company divisions
1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies
2. Methodological skills:
2.1 The ability to analyse strategic problems and develop proposals for solving them
2.2 The ability to apply the foundations of strategic management

The aim of this course is to provide an overview of strategic tools, shedding light on the procedure of drawing up a strategy and the process of implementation. This knowledge is essential in order to deal at an early stage with the requirements and task fields in a potential international professional activity.

II. Project Management
By the end of this course, students should be able to...
• Explain all important project management processes and implement them in projects and
• use all important project management tools established in practice for controlling and managing projects</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">Written exam (90 mins)</td></tr>
<tr><td>Teaching format</td><td colspan="2">• Lectures
• Teaching in the form of seminars
• Exercises, case studies, presentations
• guided private study of additional reading material</td></tr>
</table>

Teaching content	**Strategic Management**
	• Introduction
	• Vision and objectives
	• Strategic planning
	• Analysis and diagnosis
	• Mergers & acquisitions
	• Trends and objectives
	• Process/examples
	• Pitfalls and successful integration
	
	Project Management
	• Definition of projects and project management
	• Project management process groups
	  ○ Initiation and planning
	  ○ Implementation, controlling and completion
	• Project management knowledge areas
	  ○ Project integration, scope and quality management
	  ○ Cost controlling and time management in projects
	  ○ Risk management in projects
	  ○ Personnel and communication management
	  ○ Stakeholder management
	• Further approaches of Project Management
	  ○ Critical Chain and Theory of Constraints
	  ○ Deadline Project Management
	  ○ International Aspects of Project Management

Workload	Face-to-face instruction: 4 hrs/wk per semester: 60 h Preparatory and follow-up work by student: 120 h Total: 180 h
Requirements with regard to content	Basic knowledge of business processes in companies, basic knowledge of English for project management in English
Formal requirements	none
Recommended reading	**Strategic Management:** Hungenberg, H.: Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, aktuelle Auflage, Gabler Verlag, Wiesbaden Johnson, G. / Scholes, K. (2011): Strategisches Management - Eine Einführung: Anaylse, Entscheidung und Umsetzung, aktuelle Auflage Pearson Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.) (2007): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, aktuelle Auflage **Project Management**

	Project Management Institute: Guide to the Project Management Body of Knowledge – PMBoK, current Edition, PMI, 2013 Andler, Nicolai: Tools for Projektmanagement, Workshops and Consulting: A Must-Have Compendium for Essential Tools and Techniques (current edition), Publicis Publishing

International Management (International Management) [MSB.1.0161.0.P]		
Examination: International Management [MSB.1.0161.0.P]	**Course No:** B8IM01	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Mike Wasserman		

Learning Outcomes	Students are able to • Explain challenges in international management • Contribute to the formulation of international strategy • Evaluate international market opportunities • Understand the domain of corporate social responsibility in an international context • Apply knowledge learned in class to a specific company project while working in multicultural teams	
Type and length of examination	Two presentations (intermediate and final presentation): 40% and 60% of module grade	
Teaching format	Seminar	
Teaching content	The lecture “International Management” conveys practically relevant knowledge of planning, management and controlling of international business networks. • Introduction to (Strategic) international Management • The external environment • International coordination • Selected International Value Chain Activities (Sales, Distribution, R&D)	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Frynas, J.G., Mellahi, K.: Global Strategic Management, current edition, Oxford University Press. Lassere, P.: Global Strategic Management, current edition Morschett, D.; Schramm-Klein, H. & Zentes, J.: Strategic International Management, Text and Cases, current edition, Gabler	

Current Issues in International Management and Economics (Current Issues in International Management and Economics)		
Examination:	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd/4th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English or Spanish
Module Leader: Prof. Dr. Ulrich Balz	**Module frequency:** [0]	**How to register:**
Student support: Prof. Dr Ulrich Balz, Prof. Dr. Marcus Laumann, Jennifer Burkart, MA, guest lecturers		

Learning Outcomes	Students are able to - analyse current issues in the field of International Management or Economics, - devise strategies to overcome these issues while working in multicultural teams. Students will have to adapt to different teaching styles.	
Type and length of examination	Depending on content, guest lecturer and format (online or in class room): Presentation, seminar paper, etc.	
Teaching format	Teaching in the form of lectures or seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings. Teaching could be in class rooms or online.	
Teaching content	Current issues from international Management or Economics depending on the particular input of the (guest) lecturer.	
Workload	Face-to-face instruction: Preparatory and follow-up work by student: Total:	Split depending on lecturer 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Depending on lecturer	

Business English (Business English)		
Examination: Business English	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd semester	**Compulsory mark:**	**Language of instruction:** English
Module Leader: Cathrin Ruppe	**Module frequency:**	**How to register:**
Student support: Cathrin Ruppe, Jennifer Burkart		

Learning Outcomes	Students are able to • Understand longer, complex specialised texts and to extract global and individual statements from them, • Actively participate in conversations and discussions communicating in an effective manner, • Hold well-structured presentations fluently, taking into account the respective (international) target groups, • Write standard documents (including reports and business correspondence) independently according to customary practice, • Effectively take part in job interviews, • Write a CV for an international company.	
Type and length of examination	• Assessments during the course of study: 50 % of module grade (20% presentation, 10% written homework, 20% CV and job interview) • Written exam (120 min.): 50 % of module grade • Obligatory regular and active participation in course “Business English”	
Teaching format	• Classroom teaching / seminars • Exercises • Learning in small groups, including presentation	
Teaching content	• Marketing and brand positioning • Financing • Organisation and operations management • Human resources management • International trade • Intercultural skills and communication	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 135 h 180 h
Requirements with regard to content	B2 level English language skills (proven in assessment test or successful completion of the BER module)	
Formal requirements	Obligatory regular and active participation in the “Business English” course	
Recommended reading	Cotton, David/ Falvey, David/ Kent, Simon: Market Leader: Intermediate Business English Course Book, 3rd Edition Harlow: Pearson Education Limited, 2010	

3rd year

Labour Law and Social Law (Arbeits- und Sozialrecht) [MSB.1.0031.0.P]		
Examination: [MSB.1.0031.0.P] Labour Law and Social Law	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Andrea Kersting	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Andrea Kersting, Dr. Berthold Hilderink		

Learning Outcomes	Students are able to • Explain the practice-relevant foundations of labour law and social law in the area of human resources • Recognise practice-relevant problem areas in the area of labour law and be able to assess them independently and resolve them in a practice-oriented manner • Research a practice-relevant topic methodically and systematically on the basis of relevant literature, and to portray the results in an academic work (seminar paper)	
Type and length of examination	Written exam (90 mins): 75 % of module grade Seminar paper: 25 % of module grade	
Teaching format	• Teaching in the form of seminars and exercises • Work in small groups (case work) • Excursion to the Labour Court	
Teaching content	• Individual labour law (including employment contracts/ right to terminate employment) • Collective labour law (including industrial constitution law, collective agreement law) • Labour law seminar (selected current topics) • Social law (including insurance/ care/ company pension schemes/ data protection)	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	none	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Senne: Arbeitsrecht, aktuelle Auflage Dütz: Grundrisse des Arbeitsrechts, aktuelle Auflage	

Advanced Organization Design (Advanced Organization Design) [MSB.1.0378.0.P]		
Examination: Advanced Organisation Design [MSB.1.0378.0.P]	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** Englisch
Module Leader: Prof. Dr. Wolfgang Buchholz	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Michael Hewing		

Learning Outcomes	The students are able to • Derive, explain and apply practically relevant concepts in the areas of Corporate organization, Governance modes, Process modelling, Process standardization and Quality management, • Explain and apply selected tools for Quality, Innovation and Project management • Explain and apply selected tools for modelling business processes • Derive the role of IT-support for Process standardisation based on examples • Work in multicultural teams	
Type and length of examination	• Written exam (60 min.): 37.5 % of module grade • Case study presentation: 37.5 % of module grade • Presentation: 25 % of module grade	
Teaching format	• Lecture • Case study work, Case study presentation • Guest lecturers	
Teaching content	• Strategy and Corporate Organisation • Process Standardisation and Supporting IT-Systems • Quality Management & Tools for Advanced Organisation Design • Advanced Business Process Modelling	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic Know-how in Organisational management, Project Management and Business IT	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Grant, R. M./Jordan, J. (2012): Foundations of strategy, Chichester 2012 Bach, N,/Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017	

	Dumas, M., et al.: Fundamentals of Business Process Management, Berlin, Second Edition, 2018

Digital Transformation and Supply Chain Management (Digital Transformation and Supply Chain Management) [MSB.1.0379.0.P]		
Examination: Digital Transformation and Supply Chain Management [MSB.1.0379.0.P]	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th, 6th and 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German and English
Module Leader: Prof. Dr. Wolfgang Buchholz	**Module frequency:** WiSe/ SoSe	**How to register:**
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Christiane Fühner,		

Learning Outcomes	Students are able to • understand what is meant by the digital transformation of companies and the elements it involves, • be able to describe selected elements of digital transformation and to assess and structure the use of such elements in companies, • understand the importance of ecosystems and digital platforms for businesses, • be able to develop and design business models for digital platforms, • are familiar with IT systems that are relevant for procurement, and are able to explain their application, • be able to shape the digital transformation of purchasing and • be able to independently structure and model decision problems from industrial production and logistics on the basis of case studies, and to solve them using optimising methods or heuristic algorithms.	
Type and length of examination	Written exam (90 mins): 75 % of module grade Presentation of case studies: 25 % of module grade	
Teaching format	• Teaching in the form of seminars • Case study work • Presentation of case studies • Practical exercises on an SRM system • Guest lectures	
Teaching content	• Selected aspects of the digital transformation • Platform economy • Digital transformation in procurement • Supply chain and production analytics	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge in the subject areas of organisation, logistics, business informatics and operations research	

Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.
Recommended reading	Appelfeller, W./Feldmann, C. (2018): Die digitale Transformation des Unternehmens, Wiesbaden 2018 (neuste Auflage) Bach, N,/Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017 (neuste Auflage) Parker, G. G./Van Alstyne, M. W./Choudary, S. P. (2016): Platform Revolution, New York 2016 (latest edition) Appelfeller, W./ Buchholz, W. (2011): Supplier Relationship Management – Strategie, Organisation und IT des modernen Beschaffungs-management, 2. Auflage, Wiesbaden 2011 (neuste Auflage) Appelfeller, W. (2019): e-Supplier Relationship Management und die digitale Transformation der Beschaffung, in: Tobias Kollmann: Handbuch Digitale Wirtschaft, Berlin, 2019 Günther, H.-O., Tempelmeier, H. (2020): Supply Chain Analytics, Operations Management und Logistik, 13. Auflage, Books on Demand, Norderstedt 2020. (neuste Auflage) Tempelmeier, H. (2020): Analytics in Supply Chain Management und Produktion, Übungen und Mini-Fallstudien, 7. Auflage, Books on Demand, Norderstedt 2020 (neuste Auflage) Slack, N., Chambers, St., Johnston, R. (2016): Operations Management, 8. Auflage 2016. (neuste Auflage)

International New Ventures		
Examination:	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/6th semester	**Compulsory mark:** [WPF]	**Language of instruction:** English
Module Leader: Prof. Dr. Michael Wasserman	**Module frequency:** [0]	**How to register:**
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann, Prof. Dr. Michael Wasserman		

Learning Outcomes	Students are able to • Analyse and develop a financial plan for new ventures based on strategic entry into international markets, with an emphasis on emerging markets • Apply business valuation methods to new ventures and analyse financing needs and opportunities in an international context • Evaluate and learn from events where the new venture process is both successful and unsuccessful • Analyse and overcome challenges (market entry mode, intellectual property rights, negotiating, marketing, production, HR management and CSR) for new businesses in a selected emerging market • Apply their knowledge of concepts from finance, start-up/innovation processes and emergent market (risk) using case study analysis, • Work effectively in multicultural teams.	
Type and length of examination	Presentation/ video presentation: 87.5 % of module grade Assignment/seminar paper: 12.5 % of module grade	
Teaching format	Teaching in the form of lectures and seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	• Business plans and financial needs of new ventures • Business valuation models for new ventures in an international context • New venture processes for start-ups and corporates • Specific challenges for new ventures in emerging markets (including intellectual property protection in emerging markets)	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters. Students need to have taken at least one of the following intermediate modules: International management, Entrepreneurship or Finance.	

Recommended reading	Chokhani, R. (2017). Challenges and opportunities for Indian start-ups; Key points to note. *Financial* Express. https://www.financialexpress.com/industry/challenges-and-opportunities-for-indian-start-ups-key-points-to-note/524728/Befus, D., & Grosse, R. (2017). *Sustainable Finance for Small and Medium-Sized Enterprises in an Emerging Market (2 Bridges for Economic Growth in Honduras).* Harvard Business School Case Study. Ferreira, J., & Ferreira, J. (2018). *Challenges and Opportunities of New Retail Horizons in Emerging Markets: The Case of a Rising Coffee Culture in China.* Harvard Business School Case Study. James, M., & Koller, T.M. (2000). Valuation in emerging markets. *McKinsey Quarterly,* 78-85. Martinez, A., & Whitaker, J. (2018, Feb). 3 Emerging Market Risks Companies Should Watch for in 2018, *Harvard Business Review*. Nasser, S. (2016). Valuation for startups – 9 methods explained. Medium. https://medium.com/parisoma-blog/valuation-for-startups-9-methods-explained-53771c86590e Roggi, O., Giannozzi, A.,& Baglioni, T. (2016). Firm valuation in emerging markets and the exposure to country risk. *Global Journal of Management and Business Research,* 16(1) 1-19. Shu, E. (2017) Emergent strategy in an entrepreneurial firm: the case of Lenovo in its formative years, *International Journal of Emerging Markets, 12*(3), 625-636. Tian, X. (2016): Managing International Business in China. Parboteaah, K.P. & Cullen, J.C. (2017): International Business: Perspectives from developed and emerging markets.

Operational Tax Theory I (Betriebliche Steuerlehre I) [MSB.1.0060.0.P]		
Examination: [MSB.1.0060.0.P] Operational Tax Theory I	**Course No:** B93A01, B93B01, B93C01, B93D01	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Dirk Kiso	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Dirk Kiso, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer		

Learning Outcomes	Students are able to • Develop a practice-relevant solution to cases from the area of fiscal accounting methods, including their connection to the balance of trade law and company taxation, particularly income tax law, corporation tax law and trade tax law • Describe the taxation concepts of the individual legal forms − including mixed forms − as well as the calculation schemes for the respective assessment bases, • Use the terminology and tools of fiscal procedural law, especially in the area of redress and appeal procedures, • Calculate fiscal effects of alternative circumstances and conduct simulated tax assessments, enabling them to comment on fiscal effects of company decisions (e.g. legal form/financing) • Systematise the fiscal effects of the circumstances explored and communicate them using adequate methods Discuss substantive issues concerning the module at a professional level, • Make an informed discretionary judgement on technical issues, • Solvie simple circumstances using tax laws, administrative instructions and case-law.	
Type and length of examination	Written exam (120 mins)	
Teaching format	• Lectures • Case studies • Exercises • Excursions	
Teaching content	• Fiscal procedural law (fiscal code, code of procedure for fiscal courts) • Tax accounting law • Taxation of business income, particularly partnerships • Taxation of private limited companies • Special aspects of mixed legal forms and corporate groups	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Excursions: Preparatory and follow-up work by student:	120 h 20 h 220 h

	Total:	360 h
Requirements with regard to content	Expertise in income tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the modules Financial Foundations I and II and in the advanced module Taxation. Basic knowledge of corporation and trade tax, as taught in the module Financial Foundations I.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially: Ax, R./ Große, T./ Melchior, J.: Abgabenordnung und Finanzgerichtsordnung, aktuelle Auflage, Stuttgart Birk, D.: Steuerrecht, aktuelle Auflage, Heidelberg Endriss u.a.: Steuerkompendium, Band 1, Ertragsteuern, aktuelle Auflage Grefe: Unternehmenssteuern, aktuelle Auflage Hoffmann: Einführung in die Körperschaftsteuer, aktuelle Auflage Lammerding: Abgabenordnung FGO, aktuelle Auflage, Achim Niehus/ Wilke: Besteuerung der Personengesellschaften, aktuelle Auflage Niehus/ Wilke: Besteuerung der Kapitalgesellschaften, aktuelle Auflage Preißler u.a.: Unternehmenssteuerrecht und Steuerbilanzrecht, aktuelle Auflage Reichert: Lehrbuch der Gewerbesteuer, aktuelle Auflage Tipke, K./ Lang, J., Steuerrecht, aktuelle Auflage, Köln	

Operational Tax Theory II (Betriebliche Steuerlehre II) [MSB.1.0062.0.P]		
Examination: [MSB.1.0062.0.P] Operational Tax Theory II	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Olaf Tanto, Lecturers		

Learning Outcomes	Students are able to • Explain the basics of legal and testamentary succession and are able to explain the consequences of assigning assets in terms of inheritance tax and demonstrate design options for assigning operating assets, • Enter current business transactions using Datev software, issue annual financial statements and assessments and prepare corporate tax returns and partners' income tax returns, • Describe the principles of international taxation law and the methods used to avoid double taxation • Identify the tax consequences of direct foreign investments and know the fundamentals of transfer pricing problems in international tax law • Assess cross-border issues from a turnover tax perspective, • Understand selected current tax developments.	
Type and length of examination	Written exam (120 mins)	
Teaching format	Teaching in the form of • Seminars • Case studies • Exercises	
Teaching content	• International taxation law • Succession to an enterprise and assignment of assets • Datev case study • In-depth aspects of turnover tax • Current tax developments	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	• Expertise in turnover tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the advanced module, Taxation • Expertise in profit determination for tax purposes and company taxation, as taught in the extension module Operational Tax Theory I	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially: Tipke/ Lang: Steuerrecht, aktuelle Aufl., Dr. Otto Schmidt, Köln	

	Bornhofen: Buchführung 1 + 2, aktuelle Aufl., Gabler, Wiesbaden Bornhofen: Steuerlehre 1 (Umsatzsteuer), akt. Aufl., Gabler, Wiesbaden Brähler: Internationales Steuerrecht, akt. Aufl., Gabler, Wiesbaden Halaczinsky: Schenken, Erben, Steuern, Stotax, akt. Aufl., Bonn

Business Information Systems (Business Information Systems) [MSB.1.0077.0.P]		
Examination: [MSB.1.0077.0.P] Business Information Systems	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Michael Hewing	**Module frequency:** [SoSe]	**How to register:**
Student support: Prof. Dr. Michael Hewing, Prof. Dr. Michael Bücker, Prof. Dr. Norman Lahme-Hütig,		

Learning Outcomes	Students are able to • Describe operational, transactional, analytical (standard) software systems and web-based software systems, • Explain basic architectures of web applications, • Use basic technologies of the web, • Model and use databases.	
Type and length of examination	Written exam (120 min): 75 % of module grade Presentation/ seminar paper: 25 % of module grade	
Teaching format	• Teaching in the form of seminars • Case studies (independent work in small groups) • Tutorials and exercises for standard business software (PC pool) • Seminar paper/seminar lectures • External practical lectures, Excursions	
Teaching content	In this module, students are given an integrated view of business application systems, ranging from the analysis, design, development and application of information systems. The significance of electronic services and channels of distribution is constantly increasing. In particular, web-based services, technologies and systems are addressed in this module. a. Enterprise resource planning (ERP) systems, contact time: 2 hrs/wk per semester b. Web development, contact time: 4 hrs/wk per semester c. Database systems, contact time: 2 hrs/wk per semester	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme	

Controlling (Controlling) [MSB.1.0079.0.P]		
Examination: [MSB.1.0079.0.P] Controlling	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Martin Schreiber	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Martin Schreiber, Prof. Dr. Benjamin Matthies, Prof. Dr. Kerstin Gerke, Prof. Dr. Klaus Schulte,		

Learning Outcomes	Students should learn the professional requirements needed to become a controller. This is achieved by expanding the basic knowledge gained in the relevant basic and advanced modules, teaching new subject-specific knowledge and methods, and considering interdisciplinary approaches. Students are able to • Understand the main controlling instruments and be able to apply them in a targeted manner • Deal with special controlling problems that are previously unknown to them, • Present technical problems and the solutions developed accordingly (in writing and orally).
Type and length of examination	• Written exam (120 mins) on the three lectures: 75 % of module grade • Presentations and work results in the seminar: 25 % of module grade
Teaching format	Teaching in the form of seminars, case-studies, seminars
Teaching content	1. Operational Controlling (lecture) • Cost management • Transfer prices • Indicators and indicator systems • Benchmarking • Management reporting • Controlling organisation • Use of IT in controlling 2. Operational Planning (lecture) • Organisation of the planning process • Divisional planning • Cross-divisional planning • Profit planning 3. Strategic Controlling (lecture) • Shareholder value • Strategic planning • Strategic controlling instruments 4. Controlling Seminar (seminar) • Practical projects, such as: • Introducing a cost accounting system

	• Developing a balanced scorecard • Optimising a reporting system	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Subject-specific prior knowledge from the basic module Financial Business Administration II and from the advanced module Accounting	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Weber, Jürgen/ Schäffer, Utz: *Einführung in das Controlling*, aktuelle Auflage, Stuttgart, Schäffer-Poeschel Horváth, Péter: *Das Controlling-Konzept. Der Weg zu einem wirkungsvollen Controllingsystem*, aktuelle Auflage, München, dtv Horváth, Péter: *Controlling*, aktuelle Auflage, München, Vahlen Baum, H.-G./ Coenenberg, A.G./ Günther, T.: *Strategisches Controlling*, Stuttgart, aktuelle Auflage	

Corporate Finance (Corporate Finance) [MSB.1.0081.0.P]		
Examination: [MSB.1.0081.0.P] Corporate Finance	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Juliane Wolf	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Juliane Wolf, Prof. Dr. Ulrich Balz, Prof. Dr. Christian Tallau		

Learning Outcomes	Students are able to • Explain the functionality, design, trade and significance of the most important derivatives, use them for simple trading strategies and arbitrage, in particular for risk hedging purposes, critically evaluate this and describe, apply and assess central valuation models • Determine capital costs from capital market data, taking into account leverage effects • Apply business valuation methods (net value, entity and multiples methods) to pre-structured circumstances, • Assess the use of financial instruments and surrogates depending on different financing situations, taking into account investors' and borrowers' interests.	
Type and length of examination	Written exam (90 mins): 75% of module grade Presentation/ paper: 25% of module grade	
Teaching format	• Teaching in the form of seminars • Case studies • Practical projects	
Teaching content	• Overview of monetary markets • Forwards, futures, options, swaps and credit derivatives • Capital costs and capital structure • Net value, discounted cash flow and multiples methods • Financial instruments, financial surrogates and decision-making criteria (bank financing, private equity, going public, asset-backed security, factoring, rating)	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Advanced Module Financial foundations of business management	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Hull: Optionen, Futures und andere Derivate, 8. Aufl., Pearson Studium, 2012 (oder neuere Auflage) Beike/ Schlütz: Finanznachrichten lesen – verstehen – nutzen: Ein Wegweiser durch Kursnotierungen und Marktberichte, Schäfer-Poeschel, 5. Aufl., 2010 (oder neuere Auflage)	

	Ernst/ Schneider/ Thielen: Unternehmensbewertungen erstellen und verstehen, 5. Auflage, München 2012 (oder neuere Auflage) Peemöller, Volker (Hrsg): Paxishandbuch der Unternehmensbewertung, 5. Auflage, Herne 2012 (oder neuere Auflage) Portisch, Wolfgang: Finanzierung im Lebenszyklus, München 2008 (oder neuere Auflage) Zantow/ Roger: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, 3. Auflage, München 2011 (oder neuere Auflage)

<table>
<tr><td colspan="3">Strategies of Success on International Markets (Erfolgsstrategien auf internationalen Märkten) [MSB.1.0096.0.P]</td></tr>
<tr><td>Examination:
[MSB.1.0096.0.P]
Strategies of Success on International Markets</td><td>Course No:</td><td>ECTS credits:
12</td></tr>
<tr><td>Recommended classification:
5th/ 6th/ 7th semester</td><td>Compulsory mark:
[WPF]</td><td>Language of instruction:
German</td></tr>
<tr><td>Module Leader:
Prof. Dr. Olaf Arlinghaus</td><td>Module frequency:
[WiSe/SoSe]</td><td>How to register:
It is essential to register for course via myFH-Portal from 1 to 30 September (winter semester) or from 1 to 28 February (summer semester). If the number of participants exceeds 40, participants will be selected. Up to 5 additional places for ERASMUS students. Those who fail the examination on the final examination date will be secured a place to resit it.</td></tr>
<tr><td colspan="3">Student support:
Prof. Dr. Olaf Arlinghaus, Prof. Dr. Jürgen Reckwerth, Prof. Dr. Manuel Rupprecht</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">The course focuses on preparing students for international professional engagements. In order to perform strategic and operational tasks successfully, it is vital to have knowledge of business and economic international subject areas, complemented by various practical projects and topics.

Students are able to
Understand and apply analytical instruments and operationally established approaches for the successful realisation of international activities
Understand and apply the basics of international economic analysis for assessing country risks including, in particular
learning and applying methods and instruments of country risk analysis
independently assessing general and economic opportunities and problems of economies
Recognise relationships between the international corporate strategy and the operational implementation in divisions
Analyse strategic and ethical problems and develop solutions in multicultural teams and apply the basics of international management</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">Seminar paper / presentation: 33.3 % of module grade
Written exam (120 mins): 66.6 % of module grade
The minimum number of points must be gained in each examination part.</td></tr>
<tr><td>Teaching format</td><td colspan="2">Teaching in the form of seminars
Practical projects</td></tr>
</table>

	• Exercises • Group work • Presentation with discussion	
Teaching content	Business part (4 hrs/wk per semester) • Intercultural management • Going public - managing a successful stock market launch • International risk management Economics part (4 hrs/wk per semester) • Foundations of country risk and growth analysis • Case studies on country risk analysis and assessment • Framework conditions of international trade	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge of international business and economic correlations	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	See lecture materials	

External Accounting (Externes Rechnungswesen) [MSB.1.0118.0.P]		
Examination: [MSB.1.0118.0.P] External Accounting	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German, English
Module Leader: Prof. Dr. Holger Pooten	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Holger Pooten, Dr. Clemens Pelster, Prof. Dr. Isabel von Keitz		

Learning Outcomes	In this module, students should learn the professional requirements needed to issue and read annual financial statements. This is achieved by expanding the basic knowledge gained in the relevant compulsory and advanced modules, learning new subject-specific knowledge and methods, and considering interdisciplinary approaches. Students are able to • Understand the main differences between accounting based on national principles (in particular, the German Commercial Code, HGB) and in accordance with international standards (in particular, the International Financial Reporting Standards, IFRS) and the accounting leeway offered by different sets of regulations • Describe the methods for dealing with special accounting problems that are unknown to them • Explain the key standards of group accounting, • Assess the economic situation of a company on the basis of a specific business report that is unknown to them and present technical problems and the solutions developed accordingly (in writing and orally).
Type and length of examination	• Written exam (90 mins): 75 % of module grade • Presentation or seminar paper: 25 % of module grade
Teaching format	Teaching in the form of seminars, seminars, case study work and exercise units
Teaching content	Group accounting (in accordance with HGB and IFRS): • Foundations • Group accounting obligations • Full consolidation • Proportional consolidation • At-equity method. International accounting: • Internationalisation of accounting in Germany • Foundations of the IASB set of regulations • Comparison of key recognition, assessment and reporting requirements in accordance with HGB versus IFRS Annual financial statements and financial statement analysis

	• Objectives and steps involved in an indicator-based annual financial statement analysis • Indicators of a fiscal and performance-related annual financial statement analysis • Possibilities and limitations of an indicator-based overall assessment formation	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Requirements with regard to content: Profound knowledge gained from relevant courses in the module “Financial Business Administration II” and the advanced module “Accounting”	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Baetge/ Kirsch/ Thiele: Konzernbilanzen, neueste Auflage Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage Küting/ Weber: Die Bilanzanalyse, neueste Auflage Pellens/ Fülbier/ Gassen/ Sellhorn: Internationale Rechnungslegung, neueste Auflage	

Functional Human Resources Management (Funktionales Personalmanagement) [MSB.1.0130.0.P]		
Examination: [MSB.1.0130.0.P] Functional Human Resources Management	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Sonja Öhlschlegel	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Sonja Öhlschlegel, Prof. Dr. Thomas Jansen		

Learning Outcomes	Students are able to • Assess the strategic significance of professional acquisition management and evaluate, apply and independently devise personnel selection and personnel marketing instruments and methods • Analyze and shape incentive schemes in a targeted manner, • Explain the significance and design variants of personnel controlling • Apply and assess personnel controlling tools • Flesh out, apply, critically reflect and assess methods of empirical social research related to human resource issues	
Type and length of examination	• Written exam (60 mins): 25 % of module grade • Project: 50 % of module grade • Assignments: 25 % of module grade	
Teaching format	• Teaching in the form of seminars with a high degree of activation • Group work/ case studies • Conceptual design, implementation of an assessment centre • Projects	
Teaching content	• Strategic significance, assessment, legal aspects and implementation of target-oriented HR marketing and the use of personnel selection instruments • Motivation and performance • Foundations, legal aspects and the shaping of material and non-material incentives • Significance and design variants of personnel controlling • Personnel controlling instruments • Application of method	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Leadership and Change (Führung und Wandel) [MSB.1.0129.0.P]		
Examination: [MSB.1.0129.0.P] Leadership and Change	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Annette Nagel	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Annette Nagel		

Learning Outcomes	Students are able to • Describe the key scientific findings on cause-effect relationships in human resources management and change management • Apply these findings to practical scenarios both analytically and in practical simulations, • Prepare independent subject-relevant academic work on the basis of professional research alone and/or in a team and to present it appropriately, • Organise themselves in a target-oriented manner, both alone and in a team.	
Type and length of examination	• Essays throughout the semester: 25% of the module grade • Seminar paper: 25% of the module grade • Written exam (90 mins): 50% of the module grade	
Teaching format	• Learning in teams • Plenum • Case study work • Practical simulations	
Teaching content	• Leading employees • Special aspects of leadership in change processes • Framework conditions of leadership and change management • Current special topics on human resources management and change management	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 270 h 360 h
Requirements with regard to content	Foundations of human resources management and principles of management concerning behavioural science	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

<table>
<tr><td colspan="3">Innovation and Entrepreneurship [MSB.1.0167.0.P]</td></tr>
<tr><td>Examination:
[MSB.1.0167.0.P] Innovation and entrepreneurship</td><td>Course No:</td><td>ECTS-Punkte:
12</td></tr>
<tr><td>Recommended classification:
5th / 6th / 7th semester</td><td>Compulsory mark:
[WPF]</td><td>Language of instruction:
English</td></tr>
<tr><td>Module Leader:
Prof. Dr. Philipp Bitzer</td><td>Module frequency:
[WiSe / SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Studierendenbetreuung:
Prof. Dr. Thorsten Kliewe, Prof. Dr. Philipp Bitzer</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Learning objectives “Innovation Management”:
By the end of this course, students will be able:
to identify and describe the key components of the Innovation Management process, including foundational theories and central concepts
to explain and differentiate between various innovation strategies and tools
to identify (latent) customer needs based on jobs-to-be-done theory and practice
to apply the principles of Value Innovation and Value Proposition Design to create compelling value propositions that effectively meet customer demands and differentiate from competitors.
to design a business model using the Business Model Canvas
to analyze business model patterns to evaluate their effectiveness in supporting innovative ideas and achieving strategic business goals.
to synthesize knowledge from the deep dives to develop a comprehensive strategy for managing innovation within a hypothetical or real-life organization.
Learning objectives “Advanced Entrepreneurship: Data-Driven Ventures and Digital Prototyping”:
By the end of this course, students will be able:
to integrate and apply customer-centric design principles
to use business model canvas methodologies as a blueprint for prototype design.
to create testable hypotheses about entrepreneurial ventures based on design thinking and business model canvas
to build digital prototypes that enact business models in formats that are testable.
to validate and test prototypes, collect data, analyze data and draw data-driven conclusions about the prototypes and the business models they are enacting.
to iterate the prototype based on the validation and test results.
to present the results and be able to critically reflect on the process and outcomes.
Learning objectives “Project in entrepreneurship and innovation”:
By the end of this course, students will be able:
to apply customer-centric design principles to real entrepreneurial client enterprises.
to develop business model canvasses for clients</td></tr>
</table>

	• to investigate, design and test innovation management practices • to create testable hypotheses for a client based on design thinking and business model canvas • to build a testable digital prototype for a client • to validate and test prototypes, collect data, analyze data and draw data-driven conclusions about the prototypes and the business models and translate the results into actionable recommendations for a client. • to present the results to clients and be able to critically reflect on the process and outcomes.
Type and length of examination	**"Innovation Management"** • 50% work results and results presentation of each deep dive session • 50% individual assignment on a specific business model pattern **"Advanced Entrepreneurship: Data-Driven Ventures and Digital Prototyping"** • 100% project that includes development, testing, and presentation of a digital prototype and an individual reflective short paper **"Project in entrepreneurship and innovation"** • 50% work results / documentation / prototypes, • 50% final presentation **Overall grade & workload in Module Strategic Marketing Engineering** • "Innovation Management": 25% [3 ECTS] • "Advanced Entrepreneurship: Data-Driven Ventures and Digital Prototyping": 25% [3 ECTS] • "Project in entrepreneurship and innovation": 50% [6 ECTS]
Teaching format	• Lecture • Presentations • Case study analysis • Discussions • Readings • Real-world project for an external client organization / research stream
Teaching content	**Innovation Management** This course offers a comprehensive exploration of Innovation Management (IM), designed for students eager to master the art and science of managing the transformation of needs into value-creating realities. The course structure is built on a robust foundation of the IM process and key concepts, expanded through three targeted deep dives, and culminating in a practical wrap-up session. Each deep dive consists of a theory/concept-focused lecture, a practical workshop, and a presentation and reflection session. In the deep dive sessions, students work in small groups to apply the learned concepts and present the results to the entire group. • Foundations of Innovation Management: IM process, central concepts (e.g. disruptive innovation), ... • Deep Dive 1: Identification of (latent needs): Jobs to be done theory; Outcome-driven Innovation, ... • Deep Dive 2: Designing value propositions: Value Innovation and Value Proposition Design, ... • Deep Dive 3: Designing Innovative Business Models: Business Model Canvas, Business Model Patterns, …

	Advanced Entrepreneurship: Data-Driven Ventures and Digital Prototyping This part of the Innovation and Entrepreneurship Specialization Module focuses on an in-depth exploration and application of entrepreneurial knowledge and skills. Students should expect an integrated, hands-on approach to creating new ventures through data-driven methodologies and digital prototyping. Students will collaborate to address real-world problems, create sustainable business models, and develop and test prototypes that cater to genuine market needs. • Foundations of entrepreneurship • Sprint 1: Ideation or choosing of an existing idea • Deep Dive 2: Setting up a digital artefact • Deep Dive 3: Data-driven evaluation and hypothesis testing **Project in entrepreneurship and innovation** This project element builds on and provides direct application of the classroom knowledge gained in the lecture components of the specialization module. The project will address an existing entrepreneurship and/or innovation-related problem from an external client organization to provide a valuable practical situation in which the theory and concepts can be applied. Students manage the project through (regular) interaction with the client and each team will define expectations, roles, and deliverables. The project culminates with a professional presentation of results to the client and delivery of a package of deliverables that could be digital and/or physical. This could include primary and secondary data and the analysis of that data, digital or physical prototypes, and detailed back-up material supporting the presentation	
Workload	Face-to-face instruction (8 SWS): Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	It is recommended, but not required, that students complete the Entrepreneurship (or other similar) intermediate modules before taking the Innovation and Entrepreneurship specialization module	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	• Tidd, J., & Bessant, J. R. (2020). Managing innovation: integrating technological, market and organizational change. John Wiley & Sons. • Bessant, J., & Tidd, J. (2007). Innovation and entrepreneurship. John Wiley & Sons. • Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1). John Wiley & Sons • Gassmann, O., Frankenberger, K., & Csik, M. (2013). The St. Gallen business model navigator. Int. J. Prod. Dev, 18, 249-273. • Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). Value proposition design: How to create products and services customers want. John Wiley & Sons. • Christensen, C., Raynor, M. E., & McDonald, R. (2013). Disruptive innovation. Brighton, MA, USA: Harvard Business Review.	

	• Christensen, C. M. (1997). The innovator's dilemma: When new technologies cause great firms to fail. Harvard Business School Press. • Ulwick, A. (2005). What Customers Want: Using Outcome-driven Innovation to Create Breakthrough Products And Services. McGraw-Hill Professional • Ries, E. (2012): Lean Startup • Thiel, P.; Masters, B. (2014) Zero to ONe: Notes on Startups, or How to build the Future • Horrowitz, B. (2014): The Hard Thing About Hard Things • Iansiti, M.; Lakhani, K.R. (2020): Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World

<table>
<tr><td colspan="3">Strategic Marketing Engineering [MSB.1.0368.0.P]</td></tr>
<tr><td>Examination:
[MSB.1.0368.0.P] Strategic Marketing Engineering</td><td>Course No:</td><td>ECTS-Punkte:
12</td></tr>
<tr><td>Recommended classification:
5th / 6th / 7th semester</td><td>Compulsory mark:
[WPF]</td><td>Language of instruction:
English</td></tr>
<tr><td>Module Leader:
Prof. Dr. Carmen-Maria Albrecht (Winter), Prof. Dr. Nils O. Ommen (Summer)</td><td>Module frequency:
[WiSe / SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Studierendenbetreuung:
Prof. Dr. Carmen-Maria Albrecht, Prof. Dr. Nils O. Ommen</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Learning objectives “Strategic Marketing Frameworks and Tools”:
• WHAT?
○ Students should be able to effectively use the fundamental frameworks, processes, and analysis tools of strategic marketing
• HOW?
○ …by understanding them and applying them in practice
• WHY?
○ ... to solve marketing problems and improve business performance.

Learning objectives “Digital Innovation & Business Models”:
• WHAT?
○ Students should be able to develop and launch innovative digital products, services and / or business models within an end-to-end responsibility,
• HOW?
○ …by collaborating in international and interdisciplinary teams, utilizing diverse methods in agile ways of working, and focusing on achieving customer-oriented results
• WHY?
○ ... to digitally enhance traditional products, services or business models in your personal future professional career.

Learning objectives “Marketing Projects”:
• WHAT?
○ Students should be able to critically analyze and solve (strategic) marketing-related problems for an external client organization
• HOW?
○ …by collaborating in international teams, utilizing diverse methods in project management, and focusing on achieving client-oriented results
• WHY?
○ ... to develop practical, decision-making and project management experience and provide value to clients with your solution.</td></tr>
</table>

Type and length of examination	**"Strategic Marketing Frameworks and Tools"** • Individual and group assignments throughout the semester (50%) • Case study analysis at the end of semester (50%) **"Digital Innovation & Business Models"** • Individual and group assignments throughout the semester on selected course-related and practical topics (60%) • Executive Presentation: Illustration and critical discussion of core findings (40 %) **"Marketing Projects"** • Performance and collaboration during the semester (80%) • Final project presentation (20%) **Overall grade & workload in Module Strategic Marketing Engineering** • "Strategic Marketing Frameworks and Tools": 25% [3 ECTS] • "Digital Innovation & Business Models": 25% [3 ECTS] • "Marketing Projects": 50% [6 ECTS]
Teaching format	• Lecture • Presentations • Students teach students • Case study analysis • Discussions • Readings • Project work on a real world project for an external client

Teaching content	**Content "Strategic Marketing Frameworks and Tools"**
	• Competitive market analysis (with environmental analysis, company analysis, competitor analysis)
	• Identifying current and future competitive positions (with segmentation, targeting, and positioning principles and research, target market selection)
	• Competitive positioning strategies
	• Strategy implementation and control
	
	Methods and Content "Digital Innovation & Business Models":
	• **Agile project management** is widely used beyond IT, with the product owner playing a critical role in strategy, requirements, and result assessment.
	• The **product owner** must possess a comprehensive understanding of methods and maintain excellent communication with diverse stakeholders inside and outside the company, e.g. customers, development team, agencies, etc.
	  o The lecture provides in-depth knowledge on how to effectively fulfill the product owner's responsibilities.
	  o You will learn about the role and responsibilities of a product owner and the required skill set.
	• The course outlines the **roles and teams that collaborate** with the product owner in the development of digital products, services and / or business models.
	• Completing this course equips you with the **ability** to effectively navigate the complexities **of developing digital products, services and / or business models**.

	• Among other topics, the course will address the following subjects: o Definition of user problems using the approach of Design Thinking o Customer Experience Design o Prototyping & Lean Startup approach o Agile setting and way of working o Specific Product Owner tools o Principles of modern software engineering & tech architecture o Data Structure Modelling o Testing, QA and incident management o Data insights analysis o Go-to-market strategy and rollout operations o Value & Organizational Scaling **Marketing Project on a selected real-world challenge for a company**	
Workload	Face-to-face instruction (8 SWS): Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Aaker, D. A., Moorman, Ch. (2023), Strategic Market Management, 12th edition. HBR (2011), HBR's 10 Must Reads on Strategy. HBR (2013), HBR's 10 Must Reads on Strategic Marketing. Hooley, G. et al. (2020) Marketing Strategy and Competitive Advantage, 7th edition. Lamarre, E., Smaje, K. Zemmel, R.W. (2023) The McKinsey guide to outcompeting in the age of digital and AI, 1st edition Lewrick, M., Link, P., Leifer, L. (2020) The Design Thinking Toolbox, 1st edition Lewrick, M., Link, P., Leifer, L. (2018) The Design Thinking Playbook, 1st edition Palmatier , R. W. , Sridhar S. (2017) Marketing Strategy: Based on First Principles and Data Analytics. Pichler, R. (2010) Agile Product Management with Scrum, 1st edition Patton, J. (2014) User Story Mapping: Discover the Whole Story, Build the Right Product, 1st edition Sommerville, I. (2020) Engineering Software Products: An Introduction to Modern Software Engineering, 1st edition	

	Winters, T., Manshreck, T., Wright, H. (2020) Software Engineering at Google: Lessons Learned from Programming Over Time, 1st edition Friedman, L. G. (2002) Go to Market Strategy, 1st edition Vajre, S., Brown, B. (2021) MOVE: The 4-question Go-to-Market Framework, 1st edition

Operational Marketing (Operatives Marketing) [MSB.1.0206.0.P]		
Examination: [MSB.1.0206.0.P] Operational Marketing	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Roland Multhaup	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Roland Multhaup, Prof. Dr. Bert Kiel		

Learning Outcomes	Students are able to • appropriately select important price analysis, price setting or price variation methods as each situation demands in the framework of price policy, apply them with the support of specialist literature and discuss price-strategic decisions, • identify and reproduce relevant operational product policy decisions in the context of market stimulation strategies, and reflect on important methods of product policy critically and select them as each situation demands, • discuss basic decisions and concepts of brand management, • define objectives, strategies and measures of communication policy, and reflect on them in planning, implementation and control with regard to practical cases, • discuss the manufacturers' perspective within distribution policy using the various distribution policy alternatives in a customer-oriented manner.	
Type and length of examination	Written exam (120 mins)	
Teaching format	Teaching in the form of seminars	
Teaching content	• Price policy: the significance of price policy, cognitive processing of price information, price-analytical instruments for studying demand, determinants of price policy and price variation, price-strategic concepts • Product policy: the significance of product policy, unique selling proposition, life-cycle models, corporate strategies and their effect on operational product policy decisions, innovation orientation, quality orientation, programme range orientation, cost orientation and brand orientation • Communication policy: foundations of communication theory, communication under the conditions of information overload, overview of communication policy instruments, personal communication • Distribution policy: decision fields of distribution policy, comparison of acquisitive distribution with the abstraction principle of the contract of sale, physical distribution, decisions about locations, direct selling, indirect selling, motivational effects and the suitability of compensation systems in sales	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h

Requirements with regard to content	Foundations of marketing gained from the course “Primary Business Processes” (2nd semester)
Formal requirements	Requirements for admission to the module examination: at least 72 CP.
Recommended reading	Meffert/ Burmann/ Kirchgeorg: ‚Marketing‘, aktuelle Auflage Diller, Hermann: ‚Preispolitik‘, aktuelle Auflage Bruhn, Manfred: ‚Kommunikationspolitik‘ Pepels, Werner: ‚Kommunikations- und Identitätspolitik‘ Pepels, Werner (Hrsg.): ‚Distribution und Verkaufspolitik‘

Potential-oriented Human Resources Management (Potenzialorientiertes Personalmanagement) [MSB.1.0211.0.P]		
Examination: [MSB.1.0211.0.P] Potential-oriented Human Resources Management	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Thomas Jansen	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Sonja Öhlschlegel-Haubrock		

Learning Outcomes	Students are able to • plan, organise and assess training and continuing education in companies on the basis of applicable statutory provisions • carry out and evaluate training and continuing education processes on the basis of considerations of the psychology of learning • analyse target groups, formulating target group-related educational objectives and creating teaching-learning situations • understand the strategic significance of personnel development • identify the personnel development needs for a company required within its strategic orientation	
Type and length of examination	Written exam (120 mins)	
Teaching format	• Teaching in the form of seminars, including a high degree of activation • Group work/ case studies • Implementation of specific training units	
Teaching content	• Legal and economic basics of training and continuing education • Planning and organisation of training and continuing education • Implementation and evaluation of training and continuing education • Foundations of organisational development • Identification of personnel development needs	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Project Course Organisation and Business Informatics (Projektstudium Organisation und Wirtschaftsinformatik) [MSB.1.0225.0.P]		
Examination: [MSB.1.0225.0.P] Project Course Organisation and Business Informatics	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Wieland Appelfeller	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dircksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Franz Vallée,		

Learning Outcomes	Students are able to • carry out projects in practice, transferring the knowledge gained in one or more lectures on the topics of organisation, purchasing, business informatics or logistics to a practical case, • develop analyses and concepts in the form of workshops together with company employees and to propose the results to executives in a convincing manner, • develop communication and change concepts for specific changes.	
Type and length of examination	• Presentation and discussion of a change management and communication concept: 20 % of module grade • Kick-off presentation: 10 % of module grade • Interim presentation: 20 % of module grade • Commented final presentation: 30 % of module grade • Oral examination: 20 % of module grade	
Teaching format	• Project work • Coaching of project groups • Block course involving seminars on the topics of change management and communication	
Teaching content	During the project course, between three and five students work on a specific project in company. Examples of projects include analysing organisations, optimising processes, introducing new IT systems, optimising purchasing and logistics, and so on. The projects usually require students to be at the company for two days a week. A coaching meeting with the supervising professor is held once a week at the university of applied sciences. Change and communication concepts are developed for the projects In an accompanying three-day block course.	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h
Requirements with regard to content	Participation in the course on “Meeting Management” in the partial module SK III/ SK Occupation-Specific Skills	

Formal requirements	Requirements for admission to the module examination: • at least 72 CP • successful completion of the advanced module “Foundations of Process Management and ERP Systems” or the advanced module “Logistics”
Recommended reading	Doppler, K./ Lauterburg, C.: Change Management – Den Unternehmenswandel gestalten, aktuelle Auflage, Frankfurt Jenny, B.: Projektmanagement: Das Wissen für eine erfolgreiche Karriere, aktuelle Auflage, Zürich

Quantitative Methods II (Quantitative Methoden II) [MSB.1.0229.0.P]		
Examination: [MSB.1.0229.0.P] Quantitative Methods II	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Michael Bücker	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Michael Bücker, Prof. Dr. Reiner Kurzhals		

Learning Outcomes	Students are able to • independently implement market research and data mining projects in professional practice and responsibly in a team, • apply data mining methods to suit the problem, • classify the term 'big data' and its associated economic and social significance, • have in-depth theoretical and practical knowledge of multivariate and statistical analytical methods and should be able to apply and interpret these for economic issues, • gain an understanding of applying risk management software.	
Type and length of examination	Project: 25 % of module grade Term paper, case studies: 75 % of module grade	
Teaching format	• Lectures/ exercises • Teaching in the form of seminar with a high proportion of case studies, projects and computer-aided practical exercises	
Teaching content	• Introduction to data mining • The data mining process • Introduction to big data • Assignment of big data seminar topics, including methodological classification, providers, societal challenges, training options and professional fields, trends, legal elements • Multivariate methods • Introduction to risk management software	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Han, J./ Kamber, M.: Data Mining – Concepts and Techniques Bachmann, Ronald: Big Data - Fluch oder Segen: Unternehmen im Spiegel gesellschaftlichen Wandels, mitp Verlag, 2014 Backhaus, K. u.a.: Multivariate Analysemethoden, aktuelle Auflage, Springer Verlag, Berlin	

Quantitative Methods III (Quantitative Methoden III) [MSB.1.0230.0.P]		
Examination: [MSB.1.0230.0.P] Quantitative Methods III	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Anja Stumpf	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Anja Stumpf, Prof. Dr. Michael Bücker, Prof. Dr. Reiner Kurzhals, Prof. Dr. Christiane Führner		

Learning Outcomes	Students are able to • recognise, model, mathematically formulate, solve and interpret linear, whole-number and, where applicable, non-linear economic optimisation problems and use suitable software for problem-solving, • prepare rational decisions for resolving practical economic problems using methods related to decision theory, • recognise and model discrete simulation problems, conduct simulations using suitable software, validate simulation models and interpret simulation results, • understand and apply risk analysis-simulation software to quantify risks.	
Type and length of examination	Combination of case studies: 50% of module grade Presentation: 25% of module grade Seminar paper: 25% of module grade	
Teaching format	• Lectures involving accompanying exercises • Activating teaching elements (case study work/ presentation)	
Teaching content	• Linear, whole-number and, where applicable, non-linear optimisation • Decisions in the event of risks, multi-stage decisions, group decisions, game theory and others • Simulation, particularly discrete event simulation • Introductory course in Monte Carlo simulation software (e.g. by Oracle Crystal-Ball or @risk by Palisade)	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge of business mathematics, statistics and quantitative methods would be beneficial	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Zimmermann, H.-J: Operations Research, aktuelle Aufl., Vieweg, Bamberg, G./ A.G. Coenenberg: Betriebswirtschaftliche Entscheidungslehre. Vahlen, aktuelle Aufl.	

	Wenzel, S./ Weiß, M./ Collisi-Böhmer, S./ Pitsch, H., Rose, O.: Qualitätskriterien für die Simulation in Produktion und Logistik, Planung und Durchführung von Simulationsstudien, Springer, 2008 User Guide Crystal-Ball von Oracle

<table>
<tr><th colspan="3">Strategic Marketing (Strategisches Marketing) [MSB.1.0368.0.P]</th></tr>
<tr><td>Examination:
[MSB.1.0368.0.P] Strategic Marketing</td><td>Course No:
B95602</td><td>ECTS credits:
12</td></tr>
<tr><td>Recommended classification:
5th/ 6th/ 7th semester</td><td>Compulsory mark:
[WPF]</td><td>Language of instruction:
English</td></tr>
<tr><td>Module Leader:
Prof. Dr. Ralf Schenger</td><td>Module frequency:
[WiSe/SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Student support:
Prof. Dr. Carmen Maria Albrecht, Prof. Dr. Ralf Schenger</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Be able to present a coherent argument in support of an action or position

Knowledge and understanding:
• the role of marketing within an organisation at corporate and functional level
• setting objectives adopting SMART criteria
• the tools, concepts and models for strategic marketing evaluation, decision and implementation
• the importance of the planning process within the context of Strategic Marketing and developing a marketing plan
• the requirements for implementation of a co-ordinated strategic marketing programme

Transferable Skills:
• develop skills relating to the presentation of academic material verbally an applying it in practice,
• Critical Thinking Analysis of case study material and academic papers.</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">• Weekly individual Assignments: 25 % of module grade
• Case study assignment on Innovation Marketing: 25 % of module grade
• Project work including “Tools & Methods”: 50 % of module grade</td></tr>
<tr><td>Teaching format</td><td colspan="2">• Lecture, students read chapters of a defined reader prior to the class. During the class content will be discussed and deepened. In-depth case study analysis
• Case study analysis, dynamic discussions, team problem solving
• Presenting Consulting Methods and Tools for Project in Marketing, seminar and exercise and recorded classroom presentations, feedback evaluation
• Project work on a real world project for a company in the region in Strategic Marketing

Baaken, T., Kiel, B., & Kliewe, T. (2015). Real world projects with companies supporting competence development in higher education. International Journal of Higher Education, 4(3), 129. http://scholar.google.de/scholar?hl=de&q=baaken+kliewe+&btnG=&lr</td></tr>
<tr><td>Teaching content</td><td colspan="2">Content:
• Fundamentals of Relationship Marketing</td></tr>
</table>

	• Externals Relationships to Stakeholders in the Value Net • Analysing Buying Behaviour • Segmenting, Targeting, Positioning • Product & Service Process and Decisions • Pricing Decisions • Distribution Decisions • Communication Decisions • Branding Strategies • Implementation and Controlling of the Marketing Planning Process • Developing and Managing Customer Relations **Methods trained on cases:** • Project Management • Defining an Agenda and writing Minutes • Selecting Sources of Information in Desk Research • Designing Research Instruments • Excel: Database Management • Quantitative Research Approaches • Qualitative Research Approaches • Quantitative and Qualitative Analysis and Reports • Generating and Deriving Recommendations • Beyond Bullet Points in Power Point • Presenting Research Results • Boosting Presentation Skills	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Cravens, D. W., & Piercy, N. (2006). *Strategic marketing* (Vol. 7). New York: McGraw-Hill. Grönroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. *Management decision*, *32*(2), 4-20. Hollensen, S., & Opresnik, M. O. (2015). *Marketing: A relationship perspective*. Vahlen. **READER** Maciariello, J. (2009). Marketing and innovation in the Drucker Management System. *Journal of the Academy of Marketing Science*, *37*(1), 35-43. McDonald, M. (1996). Strategic marketing planning: theory, practice and research agendas. *Journal of Marketing Management*, *12*(1-3), 4-27.	

	Meffert, H. (2013). *Marketing-Management: Analyse—Strategie—Implementierung*. Springer-Verlag. Ravald, A., & Grönroos, C. (1996). The value concept and relationship marketing. *European journal of marketing*, *30*(2), 19-30. Stone, M., Woodcock, N., & Wilson, M. (1996). Managing the change from marketing planning to customer relationship management. *Long Range Planning*, *29*(5), 675-683. Wilson, R. M., & Gilligan, C. (2012). *Strategic marketing management*. Routledge.

Auditing (Wirtschaftsprüfung) [MSB.1.0333.0.P]		
Examination: [MSB.1.0333.0.P] Auditing	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Gregor Solfrian, Prof. Dr. Olaf Tanto		

Learning Outcomes	Students are able to • understand the most important professional principles for auditors, • explain and substantiate risk-oriented auditing methods, • understand basic auditing techniques and can apply them in a situation-dependent and audit area-related manner, • apply their knowledge of accounting methods and auditing techniques in case studies and develop a technically sound solution to moderately difficult tasks, • describe the most important methods of business valuation (net value, discounted cash flow and multiples methods) and apply these in case studies. • understand the effect of valuation assumptions on the company value.	
Type and length of examination	Written exam (120 mins)	
Teaching format	• Teaching in the form of seminars • Exercises • Case studies	
Teaching content	• Auditing (rules governing the auditing profession, risk-oriented auditing approach, auditor's report) • Auditing technique (auditing methods and techniques; application of accounting principles in accordance with the German Commercial Code, HGB) • Business valuation in accordance with IDW S 1 (Principles for the Performance of Business Valuations) • Case study seminar (on accounting and auditing)	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	HGB, Kommentare, IDW-Standards, Internet und Lehrbücher, insb.: Marten/ Quick/ Ruhnke: Wirtschaftsprüfung, Schäffer-Poeschel Ballwieser: Unternehmensbewertung, Schäffer-Poeschel	

	Hommel/ Dehmel: Unternehmensbewertung case by case Peemöller: Praxishandbuch der Unt.-bewertung, nwb Henselmann/ Kniest: Unt.-Bew.: Praxisfälle mit Lösungen, nwb

Business Law III (Wirtschaftsrecht III) [MSB.1.0342.0.P]		
Examination: [MSB.1.0342.0.P] Business Law III	**Course No:**	**ECTS credits:** 12
Recommended classification: 5th/ 6th/ 7th semester	**Compulsory mark:** [WPF]	**Language of instruction:** German
Module Leader: Prof. Dr. Rainer Herzog	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Rainer Herzog, Prof. Dr. Andrea Kersting		

Learning Outcomes	Students are able to • gain sound, practically applicable legal knowledge in selected areas and be able to use it suitably for business practice, • grasp and assess law as an instrument for settling social and economic problems, • confidently use legal working techniques and to apply these techniques with confidence, • deal with judgements, legal literature and electronic databases, and use these sources in the relevant context, • become acquainted with unfamiliar circumstances and to solve them appropriately in a limited period of time using the knowledge gained.	
Type and length of examination	• Seminar paper (max. 15 pages): 20 % of module grade • Presentation (15 mins): 5 % of module grade • Written exam (120 mins): 75 % of module grade	
Teaching format	• Teaching in the form of seminars • Excursion (Münster Regional Court, Chamber for Commercial Matters) • Presentation	
Teaching content	• Selected areas of private business law • Aspects of international law	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	A good knowledge of civil law (1st to 3rd book of BGB), commercial law and company law	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Berens/ Engel (Hrsg.): Wichtige Wirtschaftsgesetze für Bachelor/ Master Band 1, current edition	

<table>
<tr><td colspan="3">Sustainability and Ethics in Society and Economy (Sustainability and Ethics in Society and Economy) [MSB.1.0261.0.P]</td></tr>
<tr><td>Examination
[MSB.1.0261.0.P] Sustainability and Ethics in Society and Economy</td><td>Course No.</td><td>ECTS credits:
12</td></tr>
<tr><td>Recommended classification
5th/6th/7th. Semester</td><td>Compulsory mark:
[WPF]</td><td>Language of instruction:
German</td></tr>
<tr><td>Module Leader:
Prof. Dr. Nina V. Michaelis</td><td>Module frequency
[WiSe/SoSe]</td><td>How to register:</td></tr>
<tr><td colspan="3">Student support:
Prof. Dr. Nina V. Michaelis, Prof. Dr. Bert Kiel, Dr. Therese Kirsch, Cathrin Ruppe, M.A</td></tr>
<tr><td>Learning Outcomes</td><td colspan="2">Students are able to
discuss questions and intermittent conflicts that are superordinate to the business management process in a structured and differentiated way
discuss and reflect on economic decision-making processes based on ethical principles
discuss and apply CSR tools - also in the field of social marketing - and communicate the results comprehensibly and convincingly
explain the special marketing challenges of governments, nonprofit organizations, and engaged citizens in influencing socially desirable behavior
establish or expand knowledge in the area of academic research as well as scientific work through the accompanied creation of home or project work.
work as a team on the conception or implementation of CSR measures and social marketing campaigns in a constructive way.</td></tr>
<tr><td>Type and length of examination</td><td colspan="2">Assignments (100 % of Module grade, home- and project-work, moderation, presentation)</td></tr>
<tr><td>Teaching format</td><td colspan="2">Seminaristic teaching with a high degree of activation
Group work / case studies
Project</td></tr>
<tr><td>Teaching content</td><td colspan="2">Economic Case Studies (2 hrs/week, German): Deepening of content from the macroeconomic area on the basis of selected case studies / seminar papers
Business Ethics (2 hrs/week, English): applying ethical theories and concepts to selected case studies
Project (2 hrs/week, German): Application of selected CSR tools (Corporate Social Responsibility)
Social Marketing (2 hrs/week, English): applying traditional marketing concepts to social issues and related behaviours.</td></tr>
</table>

Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student, project: Total:	120 h 240 h 360 h
Requirements with regard to content	Advanced module “Sustainable economic activity” has been completed successfully.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Thesis and Placement/ Internship

<table>
<tr><td colspan="4">Transfer Module (Transfermodul) [MSB.1.0266.0.P]</td></tr>
<tr><td>Examination:
[MSB.1.0266.0.P] Transfer Module</td><td>Course No:</td><td colspan="2">ECTS credits:
6</td></tr>
<tr><td>Recommended classification:
7th semester</td><td>Compulsory mark:
[WPF]</td><td colspan="2">Language of instruction:
English, German</td></tr>
<tr><td>Module Leader:
Prof. Dr. Ulrich Balz</td><td>Module frequency:
[WiSe/SoSe]</td><td colspan="2">How to register:</td></tr>
<tr><td colspan="4">Student support:
All lecturers. For this module, students must find a university lecturer who is willing to act as their supervisor.</td></tr>
<tr><td>Learning Outcomes</td><td colspan="3">Students are able to
transfer selected lecture content, e.g. from one or more extension modules, to a practical case, a practical example,
prepare specialist topics in writing in a structured manner, taking into account basic academic rules,
critically reflect on their own actions and, if applicable, actions within the company.</td></tr>
<tr><td>Type and length of examination</td><td colspan="3">A roughly 15-20 page essay (report)</td></tr>
<tr><td>Teaching format</td><td colspan="3">A case study within Münster University of Applied Sciences or a case study in collaboration with a company; also a work placement in a company, if applicable</td></tr>
<tr><td>Teaching content</td><td colspan="3">The specialised content may come from any subject area taught on the EBP Bachelor’s programme
In the event of a work placement, the module may involve comparing the content of the work placement with the content learned during lectures, questioning it critically and consciously applying the lecture content to practice as best as possible
In the event of a case study, the aim is to show how selected lecture content can be applied to a real or fictitious example
The content of the work placement or case study can be used as preparation for the thesis or to expand selected aspects of the thesis.</td></tr>
<tr><td>Workload</td><td>Face-to-face instruction: 0 hrs/wk per semester:
Preparatory and follow-up work by student:
Total:</td><td colspan="2">-
180 h
180 h</td></tr>
<tr><td>Requirements with regard to content</td><td colspan="3">None</td></tr>
<tr><td>Formal requirements</td><td colspan="3">None</td></tr>
<tr><td>Recommended reading</td><td colspan="3">None</td></tr>
</table>

Internship (Praxissemester) [MSB.1.0217.0.P]		
Examination: [MSB.1.0217.0.P] Internship	**Course No:**	**ECTS credits:** 30
Recommended classification: 5th / 6th semester	**Compulsory mark:** [PF]	**Language of instruction:** German, English, Spanish
Module Leader: Prof. Dr. Carmen-Maria Albrecht	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Klaus Kobold		

Learning Outcomes	Students are able to • solve practice-oriented problems in the company independently, accompanied by their supervisor, using the skills gained so far on the course, • apply the models and methods learned to solve practice-oriented problems, • critically reflect on practical solutions on the basis of the skills developed during the course, • progress in their decision-making process concerning their choice of further specialisations and their future career based on the experience gained during the work placement.	
Type and length of examination	Work placement report: 15-20 pages net (excluding images, tables, appendix)	
Teaching format	Accompanied work placement	
Teaching content	Practice-oriented activities and/or projects	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	800 h (internship) 100 h 900 h
Requirements with regard to content	Recommendation: The student should have taken advanced and/or extension modules in the area of the work placement.	
Formal requirements	None	
Recommended reading	None	

<table>
<tr><th colspan="4">Bachelor’s thesis – 12 ECTS (Bachelorarbeit lang) [MSB.1.0017.0.A]</th></tr>
<tr><td>Examination:
[MSB.1.0017.0.A] Bachelor’s thesis - long</td><td>Course No:
-</td><td colspan="2">ECTS credits:
12</td></tr>
<tr><td>Recommended classification:
6th/ 7th semester</td><td>Compulsory mark:
[PF]</td><td colspan="2">Language of instruction:
German, English, Spanish, French</td></tr>
<tr><td>Module Leader:
Prof. Dr. Ulrich Balz</td><td>Module frequency:
[WiSe/SoSe]</td><td colspan="2">How to register:
It is essential to register via form. Form should be downloaded the exams office website.</td></tr>
<tr><td colspan="4">Student support:
Full-time teachers of the faculty</td></tr>
<tr><td>Learning Outcomes</td><td colspan="3">The thesis should be application-oriented.

Students are able to
• understand application-oriented business or economic issues,
• structure those issues consistently,
• put them into context,
• sort economic literature and identify convenient economical methods to resolve the issue,
• develop a consistent structure,
• resolve the issue in a differentiated way, using the identified methods.

The main topic of the thesis can be the independent resolution of a scientific issue,
if a convenient application-oriented issue is lacking or
the student must meet the standard period of study or
the student must write a thesis with 12 ECTS points due to an agreement with the partner universities.</td></tr>
<tr><td>Type and length of examination</td><td colspan="3">The written thesis is assessed</td></tr>
<tr><td>Teaching format</td><td colspan="3">Written thesis</td></tr>
<tr><td>Teaching content</td><td colspan="3">• Students exercise an independent solution of a defined issue
• They learn how to resolve the application-oriented and complex issue developing a justified and decision-based approach
• Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics)</td></tr>
<tr><td>Workload</td><td>Face-to-face instruction: 0 hrs/wk per semester:
Preparatory and follow-up work by student:
Total:</td><td colspan="2">0 h
360 h
360 h</td></tr>
<tr><td>Requirements with regard to content</td><td colspan="3">It is recommended to have taken at least one extension module in the thematic area of the thesis.</td></tr>
<tr><td>Formal requirements</td><td colspan="3">Proof of having earned at least 96 credit points from module examinations in accordance with § 5 BB PO 2016.</td></tr>
</table>

Recommended reading	None

Bachelor's thesis - 6 ECTS (Bachelorarbeit kurz) [MSB.1.0017.0.A]		
Examination: [MSB.1.0017.0.A] Bachelor's thesis - short	**Course No:** -	**ECTS credits:** 6
Recommended classification: 6th / 7th semester	**Compulsory mark:** [PF]	**Language of instruction:** English, German, Spanish, French
Module Leader: Prof. Dr. Ulrich Balz	**Module frequency:** [WiSe/SoSe]	**How to register:** It is essential to register via form. Form should be downloaded the exams office website.
Student support: Full-time teachers of the faculty		
Qualification objectives	Thesis should be literature-based. Students are able to • understand business or economic issues independently, • structure those issues consistently, • put them into context, • sort economic literature and check it with reference to its relevance and applicability, • develop a consistent structure, • resolve the issue in a differentiated and justified way, using the identified methods.	
Type and length of examination	The written thesis is assessed.	
Teaching format	Written thesis	
Teaching content	• Students exercise an independent solution of a defined issue • They learn how to resolve the issue developing a justified and decision-based approach • Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics)	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 180 h 180 h
Requirements with regard to content	It is recommended to have taken at least one extension module in the thematic area of the thesis.	
Formal requirements	None	
Recommended reading	None	

Incomings

A1.1 German as a foreign language		
Examination:	**Course No:** MSB.1.0085.0.V.1	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • glean the relevant information from short written and oral statements, • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • give and ask information about eating habits, • enter information about themselves on forms, make appointments by email or letter and write simple messages about everyday life and the world of work.	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Greetings and introductions: information about one's name, age, family, language, country, job, hobbies, numbers • First contacts in the workplace and at university: naming of office furniture and equipment and departments, hobbies, leisure activities and days of the week • Getting around in the city. Finding one's way around the city, expression of the time of day and the time • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. • Formal and informal Appointments	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Klett A1 Netzwerk neu Kursbuch, Klett A1 Netzwerk neu Übungsbuch, ilias-Self-study units

A1.2 German as a foreign languag		
Examination:	**Course No:** MSB.1.0372.0.V.1	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe (depends)	**How to register:**
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • glean the relevant information from short written and oral statements, • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • give and ask information about eating habits, • enter information about themselves on forms, • make appointments by email or letter and write simple messages about everyday life and the world of work.	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, Ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Work Life (office, bank, media, small talk at work) • Health (body parts, illnesses, Jobs in Health • Living (rooms, furniture, colours, forms of living) • Jobs and Education • Clothes and Shopping • Travelling (weather, sights, travel organisation)	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A1.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A1 Netzwerk neu Kursbuch, Klett A1 Netzwerk neu Übungsbuch, ilias-Self-study units	

A2.1 German as a foreign language		
Examination:	**Course No:** MSB.1.0085.0.V.2	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Kristina Wedi and lecturer		

Learning Outcomes	Students are able to • understand simple information about people and work; key messages from short, simple announcements and messages; most important information from simple texts and summarise them roughly. • make simple phone calls at work; can provide information about location or directions and ask for guidance; give short presentations on familiar topics in simple words and with the help of notes. • compose simple written text messages (appointments, invitations, etc.); short texts about organisations and objects; personal introductions in a short text and report regarding training, professional experience and professional activities.	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Talking about one's Past and Life (Job, Hobbies, Preferences) • Educational System Germany • Media • Urban Life • Emotions and what to express • Working in Germany	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A1.2 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A2 Netzwerk neu Kursbuch, Klett A2 Netzwerk neu Übungsbuch, ilias-Self-study units	

A2.2 German as a foreign language		
Examination:	**Course No:** MSB.1.0373.0.V.1	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe (depends)	**How to register:**
Student support: Kristina Wedi and lecturer		

Learning Outcomes	Students are able to • understand simple information about people and work; key messages from short, simple announcements and messages; most important information from simple texts and summarise them roughly. • make simple phone calls at work; can provide information about location or directions and ask for guidance; give short presentations on familiar topics in simple words and with the help of notes. • compose simple written text messages (appointments, invitations, etc.); short texts about organisations and objects; personal introductions in a short text and report regarding training, professional experience and professional activities.	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Mobility – Public and Individual Transport • Learning and Working • Living and Ways of Life • Time Management and Free time, Future Plans • Travelling and Entertaining in Germany	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A2.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A2 Netzwerk neu Kursbuch, Klett A2 Netzwerk neu Übungsbuch, ilias-Self-study units	

B1.1 German as a foreign language		
Examination:	**Course No:** MSB.1.0085.0.V.3	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to • understand key messages in reports, letters, presentations and interviews • have simple conversations about problems, activities and work processes • give media-based simple presentations • write standard enquiries and letters	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Travelling in Germany • Buying Media & Customer Services • Milestones in life: Past and Changes • Working in Germany • Caring for the Environment	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A2.2 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B1 Netzwerk neu Kursbuch + Übungsbuch, ilias-Self-study units	

B1.2 German as a foreign language		
Examination:	**Course No:** MSB.0.0021.0.V	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe (depends)	**How to register:**
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to • understand key messages in reports, letters, presentations and interviews • have simple conversations about problems, activities and work processes • give media-based simple presentations • write standard enquiries and letters	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Interpersonal relationship and interaction: Charity, Projects, Conflicts and Discussions • Health and German Health Care System • Rural and Urban Life, Germany and other Countries, European Union • Banking and Money	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B1.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B1 Netzwerk neu Kursbuch, Klett B1 Netzwerk neu Übungsbuch, ilias-Self-study units	

B2.1 German as a foreign language (general)		
Examination:	**Course No:** MSB.0.0060.0.V	**ECTS credits:** 6
Recommended classification: 5th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe (depends)	**How to register:**
Student support: Kristina Wedi and lecturer		

Learning Outcomes	Students are able to • understand and put into context longer written and spoken texts of intermediate difficulty with regard zu study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately to cultural practices in everday life of the target country	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course	
Teaching format	seminars	
Teaching content	• Migration – Opinions and Experiences • target-orientated language: small talk and business talk • Jobs in Germany: Finding a Job an Working in Germany • Necessary language skills for later academic writing (indirect speech, passive voice, connectors)	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B1.2 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B2 Aspekte neu Kurs- und Übungsbuch	

B2+ Business German		
Examination: Regional Studies Europe TP 1	**Course No:** MSB.1.0287.0.V	**ECTS credits**: 6
Recommended classification: 5th /6th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Kristina Wedi	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Kristina Wedi		

Learning Outcomes	Students • understand longer listening and readings texts related to regional studies and business in a broader context and to glean important individual items of information from them, • are able to accurately reproduce the content of general and specialist texts both orally and in writing, albeit with linguistic shortcomings, • are able to write an application dossier (Curriculum Vitae, covering letter) according to customary practices in a largely independent manner, • are able to hold interviews at an intermediate language level in a communicative and effective manner, albeit with minor errors, • are able to give presentations on business topics including graphic illustration.	
Type and length of examination	• Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Presentation: 20 % of the module grade	
Teaching format	• Seminars • Presentations	
Teaching content	• The German business landscape: history and development, large concerns, small and medium-sized enterprises, family businesses, legal forms • Job application training • Business practice: location factors, market strategies • Economically and socio-culturally important regions	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B2 of the CEFR, proven in internal assessment test	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Schubert: Entscheidungen, Deutsch als Verhandlungssprache, Klett B2 Daf im Unternehmen, Waxmann-Verlag: Dammers/Wedi: Deutsch für Wirtschaftswissenschaftler, Schubert-Verlag: Exportwege neu 3,

Intercultural Management & German Academia (Intercultural Management & German Academia) [MSB.1.0133.0.P]		
Examination: Intercultural Management & German Academia [MSB.1.0133.0.P]	**Course No:**	**ECTS credits:** 6
Recommended classification: 3rd /4th semester	**Compulsory mark:** [PF]	**Language of instruction:** English
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** [WiSe/SoSe]	**How to register:**
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Sandy Fisher, M.A., Cathrin Ruppe, M.A., Jennifer Burkart, M.A.		

Learning Outcomes	Students are able to • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • know how to carry out expert interviews and a content-analysis of the interview (scientific work), • work in multicultural teams, • get familiar with the German academic system and evaluation criteria, • be able to reflect on changes in their everyday life, • understand and analyze cultural differences between Germany and their respective country, • be able to discuss current topics of German politics, economy and society.	
Type and length of examination	Presentation and written assignments: • Presentation: 66% of the module • Written Assignment: 33% of the module	
Teaching format	Interactive lectures	
Teaching content	• Intercultural Management • Living and studying in Germany, the German academic system • Current topics of German politics, economy and society	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	advanced level of English	

Formal requirements	none
Recommended reading	Steers, R. M., Nardon, L., Sanchez-Runde, C. J.: Management Across Cultures – Developing Global Competencies, 2nd edition, 2013. Meyer, E.: The Culture Map – Breaking Through The Invisible Boundaries of Global Business, Public Affairs, 2014. Thomas, A.: Beruflich in ...., book series, Vandenhoeck & Ruprecht. Schroll-Machl, S.: Doing Business with Germans – Their Perception, Our Perception, Vandenhoeck & Ruprecht.

Regional Studies Europe 1 - Business German (Regionalstudien Europas TP 1 – Wirtschaftsdeutsch) [MSB.1.0236.1]		
Examination: [MSB.1.0236.1] Regional Studies Europe TP 1	**Course No:**	**ECTS credits**: 4
Recommended classification: 5th /6th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Cathrin Ruppe (responsible), Kristina Wedi (implementing)		

Learning Outcomes	Students are able to • understand longer listening and readings texts related to regional studies and business in a broader context and to glean important individual items of information from them • accurately reproduce the content of general and specialist texts both orally and in writing, albeit with linguistic shortcomings • write an application dossier (Curriculum Vitae, covering letter) according to customary practices in a largely independent manner • hold interviews at an intermediate language level in a communicative and effective manner, albeit with minor errors • give presentations on business topics including graphic illustration	
Type and length of examination	Homework (10 % of module grade); presentation (7 % of module grade); written examination (100 mins, 16,3 % of module grade)	
Teaching format	• Seminars • Presentations	
Teaching content	• Job application training • Business practice: location factors, market strategies • Economically and socio-culturally important regions • The German business landscape: large concerns, small and medium-sized enterprises, family businesses, legal forms	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	none	
Formal requirements	At least Level B1.2 of the CEFR, proven in the assessment test Regular and active participation in the Business German course	
Recommended reading	Nadja Fügert, Regine Grosser, et al.: DaF im Unternehmen B2. Kursbuch. ISBN 978-3-12-676455-1 Stefan Fodor, Regine Grosser, et al.: DaF im Unternehmen B2. Intensivtrainer Grammatik. ISBN 978-3-12-676467-4	

Regional Studies Europe 2 – European Politics I (Regionalstudien Europas TP 2 – Politik Europas I) [MSB.1.0236.2]		
Examination: [MSB.1.0236.2] Regional Studies Europe TP 2	**Course No:** C59101	**ECTS credits**: 2
Recommended classification: 5th /6th semester	**Compulsory mark:** [PF]	**Language of instruction:** German or Spanish
Module Leader: Martina Ratermann	**Module frequency:** WiSe	**How to register:**
Student support: Omar Handabaka		

Learning Outcomes	Students are able to • identify the most important framework conditions that influence German and European societies and economies, such as social and power structures, institutions, the rule of law, international relations and economics • understand and explain today's conditions and developments in Germany and Europe.	
Type and length of examination	Presentation (16.7 % of module grade)	
Teaching format	Seminar	
Teaching content	• Historical, political and economic developments in Germany and Europe, • Current social issues in Germany and Europe	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Schmidt, Manfred G.: Das politische System der Bundesrepublik Deutschland. Bundeszentrale für politische Bildung, Bonn, 2016 Stiftung Wissenschaft und Politik: Dokumente, Berichte, Dossiers und Analysen (www.swp-berlin.org)	

Regional Studies Europe 3 – Intercultural Management (Regionalstudien Europas TP 3 – Intercultural Management) [MSB.1.0236.3]		
Examination: [MSB.1.0236.3] Regional Studies Europe TP 3	**Course No:**	**ECTS credits**: 4
Recommended classification: 5th /6th semester	**Compulsory mark:** [PF]	**Language of instruction:** English
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** WiSe/SoSe	**How to register:**
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Sandy Fisher		

Learning Outcomes	Students are able to • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • Know how to carry out expert interviews and a content-analysis of the interviews (scientific work), • work effectively in multicultural teams.	
Type and length of examination	Presentation (33.3 % of module grade)	
Teaching format	4 hrs/wk short intensive course (group exercises, role play, video reflection, case studies)	
Teaching content	• Methods for analysing and bridging cultural differences • Influence of culture on all important management functions (communication, conflict management, leadership) • Tools for reflection	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	none	
Formal requirements	active and regular participation in the “Intercultural Management” course	
Recommended reading	Adler, J.N.: International Dimensions of Organizational Behaviour, 5th edition, SAGE Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014	

	Thomas, D. C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009

Regional Studies Europe 4 – European Politics II (Regionalstudien Europas TP 4 – Politik Europas II) [MSB.1.0236.4]		
Examination: [MSB.1.0236.4] Regional Studies Europe TP 4	**Course No:**	**ECTS credits**: 2
Recommended classification: 5th /6th semester	**Compulsory mark:** [PF]	**Language of instruction:** German
Module Leader: Prof. Dr. Marcus Laumann	**Module frequency:** SoSe	**How to register:**
Student support: Martina Ratermann		

Learning Outcomes	Students are able to • name the most important framework conditions that influence Latin American and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • classify current conditions and developments in Latin America and Europe from the perspective of different disciplines.	
Type and length of examination	Seminar paper (16,7 % of module grade)	
Teaching format	Public conference	
Teaching content	• Comparison of political systems in Latin America and Europe • Political and economic relations between Latin America and Europe • Current societal issues in Latin America and Europe	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Various, depends on subject of conference	