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School of Business

Courses taught in English at School of Business Flensburg University of Applied Sciences academic year 2020/21

Hochschule Flensburg
University of Applied Sciences

Undergraduate Courses (Bachelor level) – Overview

*not offered in Summer Semester 2020

Hochschule Flensburg
University of Applied Sciences

Postgraduate Courses (Master level) – Overview

Course title	Hours/ week	ECTS	Summer	Winter	Language	Page
Health Care Systems *(eHealth)*	4	5	X		DE/EN	**32-33**
Corporate Responsibility	4	6		X	DE/EN	**34**
Bonds	4	6		X	DE/EN	**35**
Advanced Planning and Control	4	6		X	EN	**36**
Business Valuation	4	6		X	DE/EN	**37**
Futures Market Products	4	6		X	DE/EN	**38**
Portfolio-, Capital Market and Risk Management	4	6	X		DE/EN	**39**
IFRS Fundamentals	4	6	X		DE/EN	**40**
Advanced IFRS	4	6		X	DE/EN	**41**
Business Audit	4	6		X	DE/EN	**42**
Supply Chain Management Fundamentals	4	6		X	EN	**43**
Simulation of Sustainable Effects	4	6		X	EN	**44**
Modeling the Supply Chain	4	6	X		EN	**45**
Green Supply Chain Management*	4	6	X		EN	**46**
Supply Chain Planning and Control	4	6	X		EN	**47**
Advanced Planning in Supply Chains	4	6		X	EN	**48**
Research and Transfer Project	8	12		X	EN	**49**
Entrepreneurship 1 – Ideation	4	6		X	DE/EN	**50**
Finance for Start-ups	4	6	X		DE/EN	**51**
Entrepreneurship 2 – Business Planning	4	6	X		DE/EN	**52**
Growth Management	4	6		X	DE/EN	**53**
Entrepreneurship 3 – Starting up	4	6		X	DE/EN	**54**
Intelligent Systems	4	6		X	DE/EN	**55**
Software Architecture	4	6	X		DE/EN	**56**
International Management	4	6		X	DE/EN	**57**
Intercultural Communication	4	6		X	DE/EN	**58**
African New Markets	8	12	X	X	DE/EN	**59-60**
Lean Management*	8	12	X	X	EN	**61**

*not offered in Summer Semester 2020

English 1 - English and Study Skills

Module information

Contact: Vicky Richter

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1	1	summer ☒ winter ☒	4/60	90	150	5	EN	BM

Intended learning outcomes

- Students can identify the main message(s) of a text if it is written using vocabulary the students are familiar with.
- Students are able to use their medium level language skills in a well-structured manner.
- They make correct use of grammar rules.
- Students are able to solve specific problems in English using the key competences they acquired.
- Students master the B2 level of the Common European Framework of Reference for Languages.
- Students organise information, they prioritise and choose it according to a task at hand. They present it in their own line of argumentation.
- Students set themselves realistic targets, they determine appropriate measures to achieve them and the time frame necessary to achieve them in. They analyse their own work process and execute it consistently. They adjust parameters when necessary to achieve a target.
- Students follow academic standards and critically review them in regards to their application to solve the problem at hand.

Contents

1. Further development of business terminology (finance, marketing, strategy, competition…) and general vocabulary
2. Improvement of reading and listening comprehension
3. Analysis and discussion of texts from an academic point of view
4. Producing academically sound evaluations of source material
5. Turning different texts into presentations of an own line of argumentation
6. Further improvement of grammar skills (tenses, adjectives, some-any, sentence structure…)
7. Portfolio of the learning process taking into account different models of self-management (time management, motivation models)

Teaching method

Lecture with tutorials, seminar with exercises

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	WE 90, group work 90, soft skills: speech presenting arguments (5 minutes) learning process portfolio	EN

Admission requirements

Students are required to speak English at B1+ level of the Common European Framework of Reference for Languages.

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

English 2 - English and Soft Skills

Module information

Contact: Vicky Richter

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2	1	summer ☒ winter ☒	4/60	90	150	5	EN	BM

Intended learning outcomes

- Students can identify the main message(s) of complex texts and specialist discussions from both familiar and new subject areas.
- Students use terminology from a broad range of subjects. They use language without the need for instruction.
- They communicate spontaneously and fluently.
- Students analyse and evaluate countries and their culture applying the key qualifications they acquired.
- Students continue to work on their English skills at B2 level of the Common European Framework of Reference for Languages.
- Students reflect their own work critically and formulate constructive and respectful criticism of others.
- They question existing processes and work towards changing existing structures.
- Students are aware of the roles they have in a process and work and cooperate accordingly. They work in an integrative manner and conserve their results successfully.

Contents

8. Cultural differences in the global economy
9. Organisational culture; referring to a number of expert publications (Hofstede, Trompenaars…)
10. Acquisition of a broader and more in-depth vocabulary (business and general)
11. Producing texts (e.g. e-mails, application letters, CVs, self-reflection...)
12. Feedback models and processes, rules and the use of meta communication
13. Group processes; observing, experiencing, understanding and the conscious use of intervention
14. Understanding the importance of atmosphere and corporate climate (harmony and conflict), gaining the courage to express oneself
15. Understanding and developing one's role in groups, acting as part of a team
16. Taking on leadership responsibility in specific situations

Teaching method

Lecture with tutorials, training and coaching

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Group presentation in class 30, term paper/self-reflection	EN

Admission requirements

It is strongly recommended that students have passed "English 1 – English & Study Skills" prior to taking this module and speak English at B2 level of the Common European Framework of Reference for Languages.

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

Investment and Finance

Module information

Contact: Prof. Dr. Ulrich Welland

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3	1	summer ☒ winter ☒	4/60	90	150	5	GER/EN	BM

Intended learning outcomes

Students know the commonly used investment calculus and conventional financial instruments (equity and debt). They can describe them in a meaningful manner and apply them. This enables them to assess the feasibility of an investment. They can also assess the use of financial instruments and conduct a qualitative analysis of their application.

Contents

Investment

- Different types of operational investment decisions
- Commonly used static and dynamic investment appraisal methods taking into account the context decisions are taken in

Finance

- Objectives of a company's finance policies and determining the capital requirements
- Systematic approaches to external and internal financing
- Specific forms of finance

Teaching method

Lecture with sample calculations

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	WE 120	GER/EN

Admission requirements

None

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials used in this module (scripts, excel files) can be purchased in the "AStA Papierladen" on campus and are available on Stud.IP.

Introduction to International Human Resource Management

Module information

Contact: NN

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3	1	summer ☒ winter ☒	4/60	90	150	5	EN	BM

Intended learning outcomes

Students are able to

- apply methods and tools of Human Resource Management in different professional contexts in an appropriate, professional and responsible manner.
- reflect on leaderships skills, apply methods and tools of personnel management in different professional contexts in an appropriate, professional and responsible manner.
- identify the potential of and the limitations to HR measures taking both national and international framework conditions into account and adjust HR activities to the objective of creating sustainable success for the company.

Contents

1. Introduction to Human Resource Management in global corporations:
    - Strategic and operational human resource management in a national and international context:
      Objectives, meaning, impact, influencing factors, potential and limitations, responsibility
    - Fundamental functions and tasks of human resource management:
      Workforce (intelligence) planning, recruitment and selection; personnel allocation/assignment, personnel service and development
    - Human resource management processes
    - Specific challenges in an international context
    - Theoretical concepts, terminology, systems, objects, methods and instruments
2. Basics of personnel management in international organisations:
    - Objectives, meaning, impact, influencing factors, potential and limitations, responsibility
    - Fundamental functions and tasks of personnel management:
      Shaping leadership, motivation, evaluation and incentives, communication and conflicts
    - Specific challenges in an international context
    - Theoretical concepts, terminology, systems, models, methods and tools

Teaching method

Students solve given tasks on their own or in small groups without instructions but with coaching support; they work on case studies, simulations and/or scenarios to gain a more in-depth understanding of the course contents and apply them. Results are reflected and analysed, presented in groups and discussed with the class. Interactive lecture with exercises, examples from practice and subject-related discussions.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	EN

Admission requirements

Students should be able to follow the class in English.

Reusability

Bachelor of Science in Information Systems

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

Please note:

Students can choose between this module and the “Grundlagen des Human Resource Management” modules as both modules are electives

English 3 – English and systemic and social skills

Module information

Contact: Vicky Richter

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3	1	summer ☒ winter ☒	4/60	90	150	5	EN	BM

Intended learning outcomes

- Students generate well-structured and comprehensive statements on complex topics.
- Students apply communication modes depending on the situation, the main focus are business and negotiation talks.
- Students debate and discuss using the key competences they acquired.
- Students master the C1 level of the Common European Framework of Reference for Languages.
- Students present themselves with confidence and in a professional manner. They take responsibility for their future selves.
- Students think in a systemic and integrated manner and act appropriately to the organisational context. They include the perspectives and interests of other parties in the definition of their targets, are able to negotiate and willing to compromise.
- Students put themselves and their actions into an ethical framework of reference. They are aware of diversity and show empathy. They are tolerant and open-minded.

Contents

1. Using language in presentations, dialogues and discussions
2. Creating texts and presentations based on preparatory work in a group or individually
3. Basics of moderation, mediation and leading a discussion, including exercises
4. Overt and covert institutional rules, organisational dynamics and status
5. Acting based on values, change of perspective, positioning oneself in vision and action

Teaching method

Lecture with tutorials, discussion and presentations; training

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Presentation in class 45	EN

Admission requirements

It is strongly recommended that students have passed “English 2 – English & Soft Skills” prior to taking this module and speak English at B2 level of the Common European Framework of Reference for Languages.

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

MC: Strategic Planning and Control

Module information

Contact: Prof. Dr. Thorsten Kümper

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	MC

Intended learning outcomes

- Students analyse their own business using appropriate tools to assess its strengths and weaknesses
- They examine and evaluate the business environment and competition using appropriate tools
- They develop their own strategies and oversee and monitor their implementation
- They discuss the application of theoretical concepts to practice-related problems in English
- They present the results of their work in English

Contents

1. Basics of strategic management (competitive strategies, strategic business units, strategic factors of success)
2. Business and environmental analyses (e.g. SWOT, value chain, Porter's five forces analysis)
3. Tools for strategic business planning (portfolio analysis, scenario/gap analysis, early warning systems, game theory)
4. Value-oriented management control
5. Balanced scorecard
6. Risk control

Teaching method

Discussion in class, group work, case studies, presentations in class

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: WE 90, group presentation in class	EN

Admission requirements

OP

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials for this module can be purchased in the “AStA Papierladen” on campus.

INT: Logistics & Operations Management

Module information

Contact: Prof. Dr. Volker Looks

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	INT

Intended learning outcomes

- Students know, research and use academic literature on logistics management and operations management (OM).
- They understand the fundamental relationships at work in logistics management as well as general and more specific characteristics of OM.
- They apply conceptual reference frameworks and mathematical methods from logistics management as well as methods and tools from OM relevant both academically and in application
- Students analyse complex problems and challenges as well as specific approaches from logistics management. They also empirically analyse the characteristics, strengths and weaknesses of operative value creation systems on the basis of secondary data.
- Students create industry-specific service and performance profiles of operative value creation systems.
- They assess companies as well as logistics systems and suppliers in regards to operative, financial and socio-ecologic performance parameters.

Contents

1. Logistics Management – The fundamentals of transportation, warehousing & inventory management
2. Green and Reverse Logistics – Economic and environmental aspects of forward and reverse logistics
3. Operations Management – Principles of operations management, globalisation and global supply chains
4. Operations-Finance Interface – Linking operations management and financial performance
5. Sustainable Operations – Linking operations management to the triple bottom line of sustainability

Teaching method

Seminar (SE).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Presentation in class & term paper	EN

Admission requirements

OP, English level B2

Reusability

None

Recommended reading

- selected articles on logistics and operations management from academic journals including results of the students' own literature research
- a list of additional recommended reading will be provided at the beginning of the semester

INT: Principles of International Marketing

Module information

Contact: Prof. Dr. Nelly Oelze

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	INT

Intended learning outcomes

- Students apply the concepts of intuitive and conscious behavioural control as well as that of culturally learned behavioural control in international marketing.
- They can place entrepreneurial activities in a cultural, economic and legal framework.
- They assess the rights and duties of marketing in the context of economic and cultural conditions.
- They communicate with business consultants and create solutions for problems.
- Students apply national, transnational and global marketing strategies.

Contents

Entrepreneurial activities always take place within a cultural, economic and legal framework. This becomes particularly relevant in marketing. The module aims to give students the ability to assess the rights and duties marketing has as well as its economic and cultural obligations. Students will be enabled to identify, tackle and solve problems and challenges occurring in this context. This includes the ability to communicate with internal and external business consultants.

Students learn to identify and work with the foundations to arrive at compromises combining possible solutions the markets demand and a business implements through an iterative process. These foundations are the key to marketing-oriented management.

Students are familiarized with different levels of marketing concepts from purely national strategies to transnational “waterfall strategies” and global “sprinkler strategies”. They are able to apply what they’ve learned.

Teaching method

Combination of different methods (lecture, exercises, project and group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	EN

Admission requirements

English level B2

Reusability

Basics from all marketing-oriented modules

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

MKT: Marketing Management

Module information

Contact: Prof. Dr. Alexander Deseniss

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	MKT

Intended learning outcomes

- Students know different views and schools of thought on the characteristics and tasks of (marketing-oriented) management and have synthesized these different perspectives into their own understanding of tasks, potential of and limitations to (marketing-oriented) management.
- They have an in-depth conceptual understanding of the strategic key marketing concepts and they use this understanding to apply appropriate concepts in situations requiring decisions to be made.
- They are familiar with the most relevant specifics of central application contexts in marketing (service marketing, business-to-business-marketing, online marketing), they can evaluate the importance these specifics have for the design of marketing in these contexts and implement these insights in their own leadership and decision making.

Contents

1. Approaches and schools of thought on tasks, characteristics and limitations of (marketing-oriented) business management.
2. Strategic guiding concepts of marketing (such as strategic competitive advantages, brand management, customer relationship management, innovation management)
3. Specific application contexts in marketing and their characteristics (service marketing, business-to-business-marketing, online marketing)
4. The effects of digitalisation on marketing management
5. Social context: Sustainability and marketing

Teaching method

Lecture with case studies (group work including the presentation of the work results)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: a number of written tests in the course of the semester	EN

Admission requirements

OP

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

OSCM: Production Management

Module information

Contact: Prof. Dr. Volker Looks

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	PLS

Intended learning outcomes

- Students know the basic functions of production as well as the different types of production and understand their relevance to the performance of a supply chain. This includes an understanding of production as a complex system.
- Students analyse production performance and its strengths and weaknesses.
- Students develop approaches for improvement using the most relevant improvement methods and then evaluate the effects of the improvement (PDCA cycle).
- Students realize how complex production systems are and know different approaches to leadership and change for the operation and improvement of these systems.

Contents

1. Production terminology, principles and definitions as well as the most relevant types of production
2. Production and its role as part of the supply chain.
3. Methods for the analysis of a production and its strengths and weaknesses (opportunities and threats).
4. Production planning methods: from product development to operation.
5. Methods to improve the performance of a production (quality, time, costs).
6. Opportunities and threats of digitalisation in production planning, operation and optimizing.
7. Management and change of production systems.

Teaching method

Lecture with simulations to illustrate the dynamic effects in productions and the impact of improvement methods.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	SPL	Simulation, written exam	EN

Admission requirements

OP

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

OSCM: Logistics Control

Module information

Contact: Prof. Dr. Thorsten Kümper

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	4/60	90	150	5	EN	OSCM

Intended learning outcomes

- Students understand the necessity of logistics control and analyse and assess the possible applications and limitations in companies
- They apply the most relevant tools of logistics control and evaluate the application of suitable tools
- They develop a consistent logistics control concept for a company
- They understand the characteristics and challenges of supply chain control and develop possible solutions on their own
- They define and develop requirements for logistics control for service providers in this field
- They discuss the application of theoretical concepts to practice-related problems in English
- They present the results of their work in English

Contents

1. Basics, objectives and tasks of logistics control
2. Tools in logistics control (logistics cost accounting, parameters, benchmarking, logistics balanced scorecard)
3. Sub-areas of logistics control (inventory control, control of collection logistics, investment control)
4. Supply chain control (supply chain costing, parameters, logistics control for service providers in this field)
5. Organising of logistics and supply chain control

Teaching method

Lecture with tutorials, discussion in class, case studies

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	EN

Admission requirements

OP

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials for this module can be purchased in the “AStA Papierladen” on campus.

OSCM: Supply Management

Module information

Contact: Prof. Dr. Volker Looks

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
5	1	summer ☐ winter ☒	4/60	90	150	5	EN	PLS

Intended learning outcomes

- Students understand the strategic importance of procurement for the success of a company and/or the success of a value chain.
- They are able to assess the effect supply strategies and methods have on the efficiency of the value chain.
- Students analyse the supply structure of a company and develop a constructive supply portfolio using relevant methods.
- As part of product developments, students develop supplier development plans aimed at suppliers' process capability. Students also are aware of the most crucial risks on the threshold to series production and are able to introduce suitable measures.
- Students know how to monitor the performance of suppliers and they introduce and implement suitable measures to improve the quality, the costs and the cycle times.

Contents

1. Terminology, principles and definitions of supply management as well as the process of procurement.
2. Strategic importance of supply and procurement strategies in the context of supply chain management.
3. The role of supply and procurement in product development and launch in the supply chain.
4. Aspects of monitoring and control in supply and procurement.
5. How supply and procurement can help to improve quality, costs and cycle times in the supply chain.
6. Opportunities and threats of digitalisation in supply and procurement.

Teaching method

Lecture with a case study to apply the theories in practice. Laboratories using analytical methods. Term paper on a topic from the area of supply and procurement (incl. peer review).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	SPL	Term paper, written exam	EN

Admission requirements

OP

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

FAT: Financial Reporting 2: Group Financial Statements

Module information

Contact: Prof. Dr. Martin Klem

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
5	1	summer ☐ winter ☒	4/60	90	150	5	EN	FAT

Intended learning outcomes

Students are enabled to

- make adequate subject-related statements.
- apply legal regulations, even if they are complex.
- solve complex problems in a systematic manner and, in particular, prepare consolidated financial statements.
- define their own learning and work objectives.
- familiarise themselves with new subject areas on their own or in a team, including research, analysis and evaluation.
- present the knowledge they have acquired in front of the group.

Contents

1. Consolidated accounts in accordance with the German Commercial Code [HGB]
2. Consolidated accounts in accordance with IFRS

Teaching method

Combination of different methods (lecture, exercises, projects in teams)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER & EN

Admission requirements

OP

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials for this module can be downloaded from Stud.IP or purchased in the “AStA Papierladen” on campus.

International Market Strategies

Module information

Contact: Prof. Dr. Indra Erichsen

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4	1	summer ☒ winter ☐	8/120	180	300	10	EN	SM

Intended learning outcomes

- Students analyse international economies and markets and assess their suitability for a market entry.
- They develop appropriate market entry strategies for a specific existing company taking cultural, linguistic and legal conditions into account.
- They calculate and assess the financial consequences of a market entry.
- They work in a team-oriented and cross-functional manner and they coordinate the exchange with a company representative.
- They systematically present the results of their work in class in English.

Contents

1. Macroeconomic factors of an entry into a foreign market
2. Market entry strategies
3. Organisation of foreign business activities
4. Cultural dimensions (Hofstede)
5. International marketing
6. Legal aspects of international activities
7. Feasibility study for the entry into a foreign market

Teaching method

Discussion in class, case studies, supervised project work

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Written test (120 minutes), group presentation, final paper	EN

Admission requirements

OP

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

Business in Africa

Module information

Contact: Prof. Dr. Thomas Schmidt

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
5	1	summer ☐ winter ☒	8/120	180	300	10	GER & EN	SM

Intended learning outcomes

- Students can name the fundamentals for business in Africa. They can assess the specific characteristics of business activities in African countries and evaluate the economic potential of African markets based on economic, social, cultural and political indicators.
- They can describe the current situation in a historical context and assess it for individual industry sectors. They determine risks and opportunities in select countries and assess them for individual industry sectors.
- Students take investment decision on the basis of methodological approaches and identify relevant sources of information. The develop solutions for the entry into African markets (country, market and sector-related) and localise opportunities for business activities on the African continent.
- They work on concrete, current projects from a company. Students name stakeholders and analyse their roles.

Contents

1. There is potential in Africa: case studies and success stories (regions, industry sectors, technologies)
2. Economy and business in Africa (economic, demographic and social development on the African continent, regional characteristics, culture and country strategy, investment in Africa - methodological basics and experience, execution and perspectives)
3. Project “Supporting a German company with its concrete investment plan”

Teaching method

for 1: Workshop taught in a block course together with African students

for 2: Lecture with discussion

for 3: Project with final class

Please note: This class is taught in English, the examination language is German (for German participants) and English (for international participants, and German students if they choose English as their examination language at the beginning of the semester).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Written report and presentation in small groups	GER

Admission requirements

OP

Reusability

None

Recommended reading

- Schmidt, Pfaffenberger, Liebing (2017): Praxishandbuch Wirtschaft in Afrika.
- A list of recommended reading will be provided at the beginning of the semester.

Cross Cultural Management

Module information

Contact: Prof. Dr. Szyszka

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
5	1	summer ☐ winter ☒	8/120	180	300	10	EN	SM

Intended learning outcomes

- Students understand the complex correlations in and for companies operating internationally and they assess them.
- They understand the relevance of cultural differences for business activities and take this into account in their decision making.
- They work on and present subject-specific projects in multicultural teams.
- They define their own learning and work objectives and work on their own and without supervision.

Contents

1. International management

- Entrepreneurship
- Challenges for the management in multinational corporations
- International marketing

2. Workshop: Economy and culture in the EU

3. Schleswig - Economy and culture between Germany and Denmark

4. Final project

Teaching method

Combination of different forms (discussion in class, coaching for the analysis and preparation of projects, group work in small groups, presentations)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	EN

Admission requirements

English language skills (level B2)

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials for this module can be purchased in the “AStA Papierladen” on campus.

Start-up business game & mathematical modelling in finance

Module information

Contact: Prof. Dr. Ulrich Welland

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4 & 5	1	summer ☒ winter ☒	8/120	180	300	10	GER & EN	SM

Intended learning outcome/skills acquired in the start-up business game

- Students are familiar with the typical phases of setting up a business
- Therefore, they know the different forms of funding and finance for start-ups. They can describe them in a meaningful manner and apply them.
- They can deal with the complex and abundant information available for business founders.
- They identify potential demand, target groups and competitive advantages.
- They produce a business plan using a business plan assistant
- They compare different possibilities to raise capital
- They interpret information from internal and external accounting for management purposes
- Students can produce feasibility studies for start-ups and they can take effective management decisions in a team.

Contents of the start-up business game

1. Methods to develop business ideas and models
2. Market analysis
3. Design of a business plan
4. Raising capital (loans, equity capital)
5. Workforce intelligence planning and capacity utilisation
6. Basics of business valuation, investment appraisals, internal and external accounting

Teaching method of the start-up business game

Lecture, project, workshop

Intended learning outcome/skills acquired in mathematical modelling in finance

Students are familiar with the basic assessment techniques for unconditional futures market products, the possibility to model share prices using stochastic processes and assess options with the expected value principle. In terms of risk, they are aware of diversification effects in portfolios. They also know methods to model qualitative features based on multiple factors. They are able to describe the different mathematical modelling approaches, deduce them and apply them using computers. This enables the students to carry out quantitative assessment and optimization calculations frequently used in finance.

Contents of mathematical modelling in finance

1. Replication // Arbitrage (Forwards, Futures)
2. Stochastic processes (share price modelling, option pricing)
3. Quadratic programming (portfolio theory)
4. Multivariate statistics (producing credit ratings using logit and discriminant analysis)

Teaching method of mathematical modelling in finance

Lecturer: Lecture with sample calculations
Students: Executive summary and discussion of the previous lecture at the start of each lecture

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Joint examination	WE 180	GER

Admission requirements

OP and for students who want to participate in the business game:

- attendance in the introductory class (attendance is compulsory for all students; no exceptions are made)
- every participant has to register in the game database between the introductory class and the registration deadline announced at the beginning of the semester

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials used in this module (scripts, excel files) can be purchased in the “AStA Papierladen” on campus an d are available on Stud.IP.

Controlling with SAP ERP

Module information

Contact: Prof. Dr. Uwe Szyszka

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4 & 5	1	Summer ☐ Winter ☒	4/60	90	150	5	GER & EN	SM

Pre-requisites:

Successful completion of all basic modules

Description of contents:

Overhead cost control with SAP R/3

1. Characteristics of the SAP software
2. Foundation of a model company
3. Creating the master data for the overhead cost control
4. Overhead cost control
5. Price calculation and plan reconciliation
6. Provision of actual costs
7. Comparing the target and actual performance of cost centres and financial reporting

Intended learning outcome:

Students are enabled to

- use SAP software to carry out overhead costs control, overhead costs provision and analysis for a model company they created in the SAP system (one model company will be assigned to a team of two students),
- understand the complex structures of a company and reproduce them in the SAP software, and
- use the English-language version of the SAP software.

Further qualifications:

In addition to the above, students are enabled to

- understand and analyse complex structures across disciplines,
- reproduce business administrative questions in the SAP software,
- discuss and debate given topics critically,
- improve their ability to think analytically,
- improve their ability to work in a team, and
- improve their subject-specific English language skills.

Teaching method:

Guided discussion, coaching in connection with the analysis and preparation of decisions, (guided) use of IT systems, work in small groups, presentations in class

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
Required elective	Completion of various tasks and problems in the IT system and presentation of group work Examination	Examination	EN

Reusability:

None

Business Simulation Game

Module information

Contact: Prof. Dr. Thorsten Kümper

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
4 & 5	1	Summer ☐ Winter ☒	4/60	90	150	5	GER & EN	SM

Pre-requisites:

Successful completion of all basic modules

Description of contents:

Business Simulation Game

1. Each team (4 students) takes on one company
2. The teams take business decisions
3. Topsim – General Management 2 software is used to create a simulation of the decisions
4. Results are analysed
5. Strategies and results are presented

Intended learning outcome:

Students are enabled to

- understand how individual corporate units are interlinked with each other,
- understand the complexity and dynamics created by competitors and external market factors,

Further qualifications:

In addition to the above, students are enabled to

- understand and analyse complex structures across disciplines,
- reproduce business administrative questions in the SAP software,
- discuss and debate given topics critically,
- improve their ability to think analytically,
- improve their ability to work in a team, and
- improve their subject-specific English language skills.

Teaching method:

Guided discussion, coaching in connection with the analysis and preparation of decisions, (guided) use of IT systems, work in small groups, presentations in class

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
Required elective	Completion of various tasks and problems in the IT system and presentation of group work	Examination	EN

Reusability:

None

Management Case Studies

Module information

Contact: Victoria Richter

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3	1	summer ☒ winter ☒	4/60	90	150	5	EN	SM

Pre-requisites:

None

Description of contents:

Case studies on

1. Industry sectors, markets, competition (market and sector analysis)
2. Types of businesses, business processes, business fields, success criteria, information systems (business analysis)
3. Strategy and control
4. Human resource, management and leadership

Intended learning outcome:

Students are enabled to

- apply the theoretical knowledge they gained in the basic modules to solve business-related questions, and
- analyse problems and propose solutions in English.

Further qualifications:

In addition to the above, students are enabled to

- analyse business-related problems and propose solutions,
- write minutes and reports, and
- communicate in English in specific business-related contexts.

Teaching method:

Workshop with exercises and discussions relevant to given topics. The language of instruction is English.

Assessment:

Type of module:	Mode of assessment:	Type of assessment:
Compulsory	Coursework	Successful completion of case studies & term paper incl. oral presentation

Reusability:

none

Recommended reading:

- a list of recommended reading will be provided at the beginning of the semester
- study materials used in this module can be purchased in the "AStA Paper Shop" on campus

Arguing and Debating

Module information

Contact: Harry Sanne

Semester:	Course no.:	Hours per week (in class):	Credit Points:	Estimated workload:	Offered in:	Module area:
5	1	4	5	150h	Winter & summer semester	7

Pre-requisites:

None

Description of contents:

Use of English in various forms:

1. Monologues
2. Dialogues
3. Discussions
4. Editing texts
5. Grammar
6. Teamwork
   - Phone calls
   - Correspondence

Intended learning outcome:

Students are enabled to

- discuss and debate in English both in spoken and written language,
- express themselves in specific communicative situations, and
- understand and respond to the needs of their communication partners.

Further qualifications:

In addition to the above, students are enabled to

- analyse specific communicative situations in and outside of business-related contexts and express themselves accordingly, and
- communicate in spoken and written form.

Teaching method:

Group work, individual exercises, discussions and presentations in class; the language of instruction is English

Assessment:

Type of module:	Mode of assessment:	Type of assessment:
Compulsory	Examination	Presentation in class & oral group exam

Reusability:

None

Recommended reading:

- a list of recommended reading will be provided at the beginning of the semester
- study materials used in this module can be purchased in the "AStA Paper Shop" on campus

Foreign Markets

Module information

Contact:Victoria Richter

Semester:	Course no.:	Hours per week (in class):	Credit Points:	Estimated workload:	Offered in:	Module area:
4	1	4	5	150h	Winter & summer semester	7

Pre-requisites:

None

Description of contents:

This module illustrates different organisational principles and the basic conditions of foreign markets as well as their accessibility.

Intended learning outcome:

Students are introduced to

- the different principles and processes of foreign markets,
- their dependence on basic conditions such as differences in consumer behaviour, different legal and technical standards, different distribution structures etc.,
- the accessibility of these markets, such as direct or indirect export, (distribution) joint ventures, establishing foreign branches etc., and
- learn how to adequately assess these in regard to the requirements of export-oriented enterprises.

Further qualifications:

In addition to the above, students are enabled to

- understand relevant tools for business analysis (e.g. payback method, return on investment-method, scenario technique etc.).

Teaching method:

Seminar with in-class presentations and group work; the language of instruction is English

Assessment:

Type of module:	Mode of assessment:	Type of assessment:
Compulsory	Coursework	Case studies & term paper incl. oral presentation

Reusability:

None

Recommended reading:

- a list of recommended reading will be provided at the beginning of the semester
- study materials used in this module can be purchased in the "AStA Paper Shop" on campus

Exploring Foreign Markets

Module information

Contact: Prof. Dr. Kay Pfaffenberger

Semester:	Course no.:	Hours per week (in class):	Credit Points:	Estimated workload:	Offered in:	Module area:
4 I 5		8	10	300h	Summer semester	9

Pre-requisites

None

Description of contents:

In this module students are introduced to approaches on how businesses can plan and design activities in international markets exceeding purely export-oriented activities (e.g. services, cooperation, direct investment). The different approaches are based on perspectives from various disciplines.

1. Direct investment and further options for cross-border cooperation: Economic framework, basic terminology and options to act, sources for information and research opportunities, compiling basic data for different development strategies,
2. Selection of the relevant legal framework and contexts for cross-border activities: applicable law, foreign trade law, European and international law on internal markets, EC Treaty, law enforcement, property rights, labour and social law, licensing procedures etc.
3. Corporate strategies of companies operating at an international level: organisation, localisation and coordination of operative units (purchasing/logistics/production/R&D, marketing), strategy/ management/managing subsidiaries
4. Human Resource Management for staff with different responsibilities: Intercultural differences and how they impact HR, objectives and strategies of HRM with an international focus, tools for recruiting and selecting staff in and for different cultures, sending staff abroad and reintegrating returning staff, personnel development and career planning for international positions. The major module deals with the analysis of and selected opportunities to shape change processes on both a human resource and a structural level.

Intended learning outcome:

Students are enabled to

- understand the basic business administrative and economic framework as well as the legal basics relevant to business activities at an international level,
- understand and coordinate the planning necessary in advance of any international activity, and
- coordinate organisational preparations systematically.

Further qualifications:

In addition to the above, students are enabled to

- research data and information,
- analyse the information and data in regard to a given problem,
- discuss given topics,
- present contexts in written form,
- apply academic research and writing techniques, and
- develop solutions for given problems.

Teaching method:

Seminar, lecture with tutorials and discussions on a given topic, project-related group work

Assessment:

Type of module:	Mode of assessment:	Type of assessment:
Required elective	Examination	Project & presentation in class

Reusability:

None

Recommended reading:

- a list of recommended reading will be provided at the beginning of the semester

Health Care Systems

Module information

Contact: Prof. Dr. Bosco Lehr

Semester:	Course no.:	Hours per week (in class):	Credit Points:	Estimated workload:	Offered in:	Module area:
2	2.1	4	5	150h	Summer semester	Health Care Systems

Pre-requisites:

None. We recommend students to take this class after having completed "Health Economics" (1.1) first.

Description of content:

1. International health care systems
2. Criteria for comparing different systems / interlinking systems
3. IT tools in international health care (eHealth as a research focus of the EU etc.)
4. Attempts at international standardisation
5. International eHealth projects

The international aspect of this module is underlined by guest lecturers from our partner universities in Kaunas (Lithuania), Seinäjoki (Finland) and Aalborg (Denmark). We have entered into several Erasmus+ agreements to make this possible.

Intended learning outcome:

Students are enabled to

- understand how international health care systems work,
- identify and apply criteria to evaluate different health care systems,
- discuss the sustainability of these systems, and
- identify influencing factors relevant to the current status of eHealth.

Further qualifications:

In addition to the above, students are enabled to

- compile relevant information on their own,
- understand aspects specific to the application of theoretical knowledge, and
- improve their English language skills.

The degree programme participates in several international projects, this gives students the possibility to gain first insights into the application of the topic. In some instances students may even become actively involved in these projects.

Teaching method:

Seminar, students are expected to give presentations in class (in English)

Assessment:

Type of module:	Mode of assessment:	Type of assessment:
Compulsory	Examination	Presentation in class (in English) & semester project

Reusability:

None

Recommended reading:

- Stapf-Finé, Schölkopf. (2003) *Die Krankenhausversorgung im internationalen Vergleich – Zahlen, Fakten, Trends*. Düsseldorf.
- Busse, Riesberg. (2005) *Gesundheitssysteme im Wandel*. Berlin.
- Tiemann. (2006) *Gesundheitssysteme in Europa*. Wiesbaden.
- Busse, Zentner, Schlette. (2006) *Health Policy Developments*. Gütersloh.
- Haux, Kulikowski. (2006) *Ubiquitous Health Care Systems*. Schattauer.
- Trill (ed.) (2009) *Praxisbuch eHealth – von der Idee zur Umsetzung*. Stuttgart.
- De Gooijer. (2007) *Trends in EU Health Care Systems*. Heidelberg.
- Various websites

Corporate Responsibility

Module information

Contact: Prof. Dr. Martin Klem

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1st	1	summer ☐ winter ☒	4/60	120	180	6	GER | EN	BM

Intended learning outcomes

After completing the module successfully, students are able to

- assess the reasons companies have to engage in Corporate Responsibility (CR) and risk-oriented management and analyse the challenges of a successful implementation
- compare different industry branches and the strategic approaches they take regarding CR and examine the different difficulties and challenges as well as probable solutions with the help of examples from practice
- analyse and interpret theoretical approaches to risk management, internal control, compliance management and quality assurance
- assess existing CR methods and tools as well as risk management, internal control, compliant management and/or quality assurance

Contents

- Basics of Corporate Responsibility
- Sustainability in companies
- Corporate Social Responsibility (basics, motives, sectors, customer perspective)
- Principles and application of risk-oriented management
- Risk management models and systems, internal control
- Compliance management and quality management

Teaching method

Combination of different methods (including lecture, tutorials as well as case studies and projects in group work).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Presentation in class & projects & case studies & term paper & written test	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

FA: Bonds

Module information

Contact: Prof. Dr. Ulrich Welland

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1	1	summer ☐ winter ☒	4/60	120	180	6	GER & EN	FA

Intended learning outcomes

- Students are familiar with the basic fair value assessment methods for government and corporate bonds as well as different possible conditions (traditional fixed rate bonds, floaters, inflation-indexed bonds) and typical key figures for bonds (price value of a basis point, duration etc.).
- Students also are familiar with methods to determine the probability of default (e.g. Moody's KMV model, logit, probit, discriminant analysis). They are able to describe the methods, they know their derivation and they can apply them. Thus, students are enabled to assess and apply bonds either as an external financing tool in a corporate context or as an asset class.

Contents

1. Government bonds
2. Corporate bonds
3. Structural and reduced form models to estimate default probabilities

Teaching method

Lecturer: Lecture with sample calculations

Students: Executive summary and discussion of the previous lecture at the start of each lecture

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	GER & EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester. Study materials used in this module (scripts, excel files and journal articles) are available on Stud.IP.

FA: Advanced Planning and Control

Module information

Contact: Prof. Dr. Thorsten Kümper

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1	1	summer ☐ winter ☒	4/60	120	180	6	EN	FA

Intended learning outcomes

- Students understand management control as a control system for the planning, monitoring and management of a company
- They apply management control concepts and tools and assess them
- They develop their own control concept for a company using approaches from systems theory
- They create a simulation model and analyse and assess different scenarios
- They include complex interconnections between different aspects in their thought process
- They apply the scientific method of simulation in relation to practice
- They work on solutions in a team
- They present the results of their work in English

Contents

1. Management control concepts and tools
2. System-analytic methods (system dynamics)
3. Simulation models

Teaching method

Combination of different methods such as discussion in class, tutorial, projects in groups.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Written test (120 minutes) & simulation project including a presentation	EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester. Additional materials will be provided via Stud.IP.

FA: Business Valuation

Module information

Contact: Prof. Dr. Martin Klem

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1	1	Winter ☒	4/60	120	180	6	GER | EN	FA

Intended learning outcomes

After completing the module successfully, students are able to

- evaluate businesses without supervision using typical evaluation methods
- analyse and interpret different evaluation methods and their results
- develop a critical understanding regarding the strengths and weaknesses of different methods

Contents

- Business simulation game business evaluation
- Reasons for and principles of the determination of business values
- Prognosis and capitalisation of future financial surpluses
- Simplified evaluation process (multiples, market values etc.)
- Limitations and problems of existing evaluation processes
- Further development of business evaluation through new approaches and processes
- Main features of rating

Teaching method

Combination of different methods (including lecture, tutorials as well as case studies and projects in group work).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

FA: Futures Market Products

Module information

Contact: Prof. Dr. Indra Erichsen, Prof. Dr. Ulrich Welland

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1	Summer☒	4/60	120	180	6	GER & EN	FA

Intended learning outcomes

Students are familiar with the most important fair value evaluation methods for common over-the-counter and exchange-traded futures market products. They are able to describe them, they know their derivation and they can apply them. Thus, students are enabled to develop solution concepts including derivatives in business-related risk situations and use derivatives as an asset class.

Contents

1. Unconditional futures market products (forwards and futures)
2. Conditional futures market products (options, OTC and exchange-traded)
3.

Teaching method

Lecturer: Lecture with sample calculations
Students: Executive summary and discussion of the previous lecture at the start of each lecture. Option to conceptualise own certificates

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	GER & EN

Admission requirements

None

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials used in this module (scripts, excel files, journal articles, information material Eurex) are available on Stud.IP.

FA: Portfolio and Capital Market Theory and Risk Management

Module information

Contact: Prof. Dr. Indra Erichsen, Prof. Dr. Ulrich Welland

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1	summer ☒ winter ☐	4/60	120	180	6	GER & EN	FA

Intended learning outcomes

Students are familiar with the portfolio theory (microeconomic level) and its contribution to the capital market theory (macroeconomic level) and to risk management (variance–covariance matrix for value at risk calculations). They can describe the theories and their application and they know their derivation. Thus, students are enabled to develop integrated solution concepts in numerous business and fiscal situations.

Contents

1. Portfolio theory (Markowitz model)
2. Capital market theory (CAPM)
3. Risk management (value at risk)

Teaching method

Lecturer: Lecture with sample calculations
Students: Executive summary and discussion of the previous lecture at the start of each lecture. Option to conceptualise own model portfolio

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	GER & EN

Admission requirements

None

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials used in this module (scripts, excel files, journal articles, technical documents (e.g. RiskGrades™)) are available on Stud.IP.

FA: IFRS Fundamentals

Module information

Contact: Prof. Dr. Martin Klem

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1	Summer☒	4/60	120	180	6	GER | EN	FA

Intended learning outcomes

After completing the module successfully, students are able to

- analyse and interpret the financial reporting of common or typical business transactions in accordance with IFRS in regards to approach, evaluation and disclosure
- develop a basic understanding of reporting models in accordance with IFRS
- assess and judge the IFRS reporting model in comparison to that of the German Commercial Code

Contents

The module's objective is to provide students with thorough basic knowledge of corporate financial reporting in accordance with IFRS compared to financial reporting in accordance with the German Commercial Code. This focus on IFRS standards is based on the fact that it is compulsory for listed parent companies in the EU to prepare their consolidated financial statements in accordance with IASB norms. Contents of the module are the principles of financial reporting, IFRS financial reporting models and instruments for financial reporting (balance sheet, statement of comprehensive income, notes, cash flow statement, segment reporting, statement of changes in equity as well as the result per share).

Teaching method

Combination of different methods (including lecture, tutorials as well as case studies and projects in group work).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

None, knowledge of accounting and advanced financial reporting (e.g. German Commercial Code) is recommended, however

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

FA: Advanced IFRS

Module information

Contact: Prof. Dr. Lasse Tausch-Nebel

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1	summer ☐ winter ☒	4/60	120	180	6	GER | EN	FA

Intended learning outcomes

- Students analyse and interpret the representation of complex business transactions in accordance with IFRS in regards to approach, evaluation and disclosure
- They develop their own suggestion for how to represent them in financial reporting in accordance with IFRS
- They assess and judge the alternative IFRS reporting models
- They develop consistent accounting tools for a complete IFRS statement themselves (e.g. preparation of a cash flow statement based on the balance sheet and profit & loss)

Contents

This module adds to and completes the knowledge acquired in the module "IFRS Fundamentals". Individual IFRS rules (IAS/IFRS, SIC/IFRIC) are looked at and/or discussed in greater details and applied in case studies.

Teaching method

Combination of different methods (including lecture, tutorials as well as case studies and projects in group work).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

None, students are advised to complete the module "IFRS Fundamentals" prior to taking this module, however

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

FA: Business Audit

Module information

Contact: Prof. Dr. Martin Klem

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1	Winter ☒	4/60	120	180	6	GER | EN	FA

Intended learning outcomes

After completing the module successfully, students are able to

- develop a risk and process-oriented audit strategy for a given audit object and a resulting audit program
- analyse and interpret different audit activities and their results
- apply the methods of a system audit on their own
- assess the quality assurance approaches in the final audit
- critically assess the results and reporting of the final audit (including the audit report)

Contents

- Basics of internal and external audits
- Risk-oriented audit approach including the preparation of the audit
- Audit process using the final audit as an example
- System, plausibility and case-by-case examination of selected audit fields
- Selected system audits from a corporate governance perspective
- Quality assurance in the final audit

Teaching method

Combination of different methods (including lecture, tutorials as well as case studies and projects in group work).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

* Will be announced on the first day of lectures and classes

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SDSCM: Supply Chain Management Fundamentals

Module information

Contact: Prof. Dr. Marcus Brandenburg

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1	1	summer ☐ winter ☒	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students are familiar with and use academic literature on supply chain management (SCM).
- The students are familiar with the essential terminology of SCM.
- They understand basic theories, concepts and methods of SCM.
- They apply methods and tools from SCM relevant both academically and in application.
- Students analyse complex contexts, interconnections, correlations and dynamics in supply chains and value networks.
- They prepare reports and papers on specific topics and case studies of SCM.
- They assess approaches for solutions to problems and challenges of SCM.

Contents

1. Theory on operations & supply chain management
2. Supply chain planning
3. Supply chain strategy
4. Supply chain design & configuration
5. Supply chain processes
6. Supply management and purchasing
7. Supply chain performance and risk management
8. Digitalization in supply chains management

Teaching method

Lecture (L) including case studies

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Presentation in class & term paper	EN

Admission requirements

None

Reusability

None

Recommended reading

- selected academic papers on supply chain management
- a list of additional recommended reading will be provided at the beginning of the semester

SDSCM: Simulation of Sustainable Effects

Module information

Contact: Prof. Dr. Volker Looks

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1st	1st	summer ☐ winter ☒	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students know different simulation methods and their application in different areas of the supply chain.
- They apply the simulation methods in a sensible manner to analyse the dynamic behaviour of supply chains and test possible improvements.
- They adjust simulation methods according to a given situation to meet the specific conditions at the time.
- Students analyse and interpret the results and effects of simulations and use these to assess the actual situation in the supply chain.

Contents

1. Terminology, principles and definitions of simulation.
2. Overview of the most relevant simulation methods and their fields of application in SCM.
3. Simulation of economic, social and environmental aspects in the supply chain.
4. Application of the most relevant simulation models and derivation and testing of measures for improvement.
5. Assessment of the results and effects and extrapolation to real systems.

Teaching method

Lecture including the application of the simulation methods. Project (in small groups) to apply a simulation method to a case from or related to practice.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Written test & project	EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SDSCM: Modelling the Supply Chain

Module information

Contact: Prof. Dr. Volker Looks

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students are familiar with and use academic literature on model-based supply chain management (SCM).
- They understand the basics of model-based SCM.
- They apply mathematical planning and optimisation methods for SCM.
- They use quantitative methods to analyse processes and structures of supply chains.
- Students develop and extend mathematical models for SCM.
- They evaluate SCM optimisation problems regarding their complexity and possible solutions.
- They understand learning outcomes and competencies in the context of big data and digitalisation.

Contents

1. Models and IT systems for supply chain management
2. Linear programming
3. Mixed integer programming (LP/MILP)
4. Little's law
5. Heuristics and metaheuristics
6. Forecasting models (tentative)

Teaching method

Lecture (L) - depending on the feasibility this may include virtual or distance teaching

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Term paper & written test	EN

Admission requirements

None

Reusability

None

Recommended reading

- Chhajed D, Lowe TJ (Eds.) (2008): Chhajed, D., & Lowe, T. J. (Eds.). (2008). Building Intuition – Insights from Basic Operations Management Models and Principles (Vol. 115). Springer Science & Business Media, New York.
- Hillier FS, Lieberman GJ (2010): Introduction to Operations Research, 9th ed., McGraw-Hill, Boston.
- Hopp WJ, Spearman ML (2008): Factory Physics. 3rd ed. Waveland Press, Long Grove.
- Shapiro JF (2007): Modeling the Supply Chain. Thomson Brooks/Cole, Duxbury.
- selected academic papers on supply chain management
- a list of additional recommended reading will be provided at the beginning of the semester

SDSCM: Green Supply Chain Management

Module information

Contact: Prof. Dr. Nelly Oelze

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students understand the basics of Green SCM and its function.
- They can name the reasons companies have to engage in Green SCM and analyse the challenges that arise with the successful implementation of environmental standards along the supply chain.
- They apply methods and tools relevant both academically and in application to evaluate GSCM.
- They are able to compare different industry branches and the strategic approaches they take regarding GSCM and examine the different difficulties and challenges as well as probable solutions in the field of GSCM with the help of examples from practice

Contents

1. Introduction to green supply chain management
2. Function and objectives of green supply chain management
3. Environmental SCM standards and practices
4. Rationale and mechanisms of GSCM
5. Drivers, enablers and barriers for GSCM
6. Green supply chain management in different sectors

Teaching method

Lecture (L) & seminar

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Presentation in class & term paper | written exam	EN

Admission requirements

None

Reusability

None

Recommended reading

- selected academic papers on green supply chain management
- a list of additional recommended reading will be provided at the beginning of the semester

SDSCM: Supply Chain Planning and Control

Module information

Contact: Prof. Dr. Thorsten Kümper

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students understand supply chain control as a control system for the planning, monitoring and management of a company
- They apply concepts and tools from supply chain control and evaluate them
- They model a supply chain using approaches from systems theory
- They carry out model simulations and analyse and evaluate different supply chain measures
- They include complex interconnections between different aspects in their thought process
- They apply the scientific method of simulation in relation to practice
- They work on solutions in a team
- They present the results of their work in English

Contents

1. Concepts and tools from supply chain control
2. System-analytic methods (system dynamics)
3. Simulation models (Vensim)

Teaching method

Combination of different methods such as discussion in class, tutorial, projects in groups.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Written test (120 minutes) & simulation project including a presentation	EN

Admission requirements

None

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Additional materials will be provided via Stud.IP.

SDSCM: Advanced Planning in Supply Chains

Module information

Contact: Prof. Dr. Volker Looks

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	4/60	120	180	6	EN	SDSCM

Intended learning outcomes

- Students are familiar with and use academic literature on supply chain (SC) planning.
- Students understand fundamental concepts and methods of strategic, tactical and operative SC planning and are familiar with the design and application of advanced planning systems (APS).
- They apply academic methods as well as tools and IT systems from SC planning used in practice.
- Students analyse planning scenarios in supply chains and value networks.
- They create feasible plans in APS based on concrete data and planning scenarios.
- They assess planning scenarios in regards to their complexity, feasibility and the quality of their results.
- Students understand systems and processes of SC planning in the context of digitalisation.

Contents

1. Hierarchical planning and the supply chain planning matrix
2. Demand planning
3. Master planning – supply network planning
4. Production planning & detailed scheduling
5. Global available-to-promise
6. Transportation planning/vehicle scheduling

Teaching method

Lecture (L) including interactive exercises

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Presentation in class & term paper	EN

Admission requirements

None

Reusability

None

Recommended reading

- Benton WC Jr. (2014): Supply Chain Focused Manufacturing Planning and Control. Cengage Learning, Stamford.
- Stadtler H, Fleischmann B, Grunow M, Meyr H, Sürie C (2011): Advanced planning in supply chains: Illustrating the concepts using an SAP® APO case study. Springer Science & Business Media, Heidelberg.
- Stadtler H, Kilger C (2008, eds.): Supply Chain Management and Advanced Planning – Concepts, Models, Software, and Case Studies, Springer, Heidelberg.
- Jacobs FR, Berry WL, Whybark DC, Vollmann TE (2011): Manufacturing Planning & Control for Supply Chain Management. 6th ed., McGraw-Hill International Edition, New York.
- Selected academic papers on SC planning and advanced planning systems
- A list of additional recommended reading will be provided at the beginning of the semester

SDSCM: Research and Transfer Project

Module information

Contact: Prof. Dr. Volker Looks

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	8/120	240	360	12	EN	SDSCM

Intended learning outcomes

The intended learning outcomes in a transfer project (industry project) are:

- Students acquire projects by reaching out to relevant companies and business and configure and agree on projects.
- They develop and design the projects and choose or combine relevant methods to carry out the projects.
- Students solve problems in a project by applying methods suitable to the situation at hand.
- They document the progress of the project and its results and communicate them to the stakeholders involved in an adequate manner.

The intended learning outcomes in a research project are:

- Students apply or combine research methods suitable to the research question at hand.
- They carry out research and document the results of this research in an academically sound manner.
- The students achieve results that are scientifically substantiated and document them in an academically sound manner.
- Students solve problems in the research project by applying methods suitable to the situation at hand.

Contents

1. Transfer or research project
2. Preparatory classes on project and/or research methods.
3. Supervision and support throughout the project.

Teaching method

Project work supported by preparatory classes and supervision.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Project	EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SME/E: Entrepreneurship I – Ideation

Module information

Contact: Prof. Dr. Dirk Ludewig

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1st	1st	Winter ☒	4/60	120	180	6	GER | EN	SME/E

Intended learning outcomes

Intended learning outcomes

- Students know the most commonly applied methods and approaches start-ups use to generate, further develop and test new business ideas.
- They can describe them in a meaningful manner, apply them and assess how others apply them.

Skills and competencies

- Students are able to generate, further develop and test new business ideas.
- They are also able to assess the application of appropriate methods and implement them.

Contents

- Introduction to entrepreneurship and the structure of the class
- Generating business ideas
- Developing business ideas further
- Testing business ideas
- Comprehensive approaches to generating, further developing and testing business ideas
- The entrepreneur & the entrepreneurial team – roles and requirements

Teaching method

Combination of different forms (incl. lectures on theory and practice, discussion in class, exercises, case studies, presentations, student presentation in class, projects, group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SME/E: Finance for Start-Ups

Module information

Contact: Prof. Dr. Indra Erichsen

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	GER | EN	SME/E

Intended learning outcomes

- Students are familiar with the commonly used forms of financing for businesses, those for start-ups and small enterprises in particular. They can describe them in a meaningful manner and apply them.
- Students are able to carry out feasibility studies for the financing of businesses.
- They are also able to assess the application of financing tools and implement them.

Contents

- Objectives of a company's finance policies and determining the capital requirements
- Raising of capital (own and borrowed capital)
- Specific forms of finance
- Capital budgeting
- Business evaluation

Teaching method

Lecture

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 120	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SME/E: Entrepreneurship 2 – Business Planning

Module information

Contact: Prof. Dr. Dirk Ludewig

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	GER | EN	SME/E

I

ntended learning outcomes

Intended learning outcomes

- Students know the most commonly applied methods and approaches start-ups use to generate, further develop and test new business models and plans.
- They can describe them in a meaningful manner, apply them and assess how others apply them.

Skills and competencies

- They are able to generate, further develop and test business models and plans.
- They are also able to assess the application of appropriate methods and implement them.

Contents

- Business modelling – fundamentals
- Business modelling – tests and further development
- Business modelling/planning – a detailed view
- Business planning – business plan
- The entrepreneur & the entrepreneurial team – roles and requirements

Teaching method

Combination of different forms (incl. lectures on theory and practice, discussion in class, exercises, case studies, presentations, student presentation in class, projects, group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

No formal admission requirements/However, students are advised to complete the "Entrepreneurship I – Ideation" module before taking this module.

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SME/E: Growth Management

Module information

Contact: Prof. Dr. Dirk Müller

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	4/60	120	180	6	GER | EN	SME/E

Intended learning outcomes

- Students analyse the structures and processes of growth management and understand the requirements arising from them for management and organisation.
- They can assess growth situations in corporate contexts and familiarise themselves with methods and processes to solve these situations.

Contents

1. Growth and growth strategies
2. Roles and functions of entrepreneurs and top management teams in the growth process
3. The organisation of growth
4. Innovation and growth
5. Controlling growth processes
6. Financing growth
7. Marketing and sales for growth

Teaching method

Combination of online teaching and classes on campus in a blended learning approach combining different forms of teaching in the classes on campus (incl. lectures on theory and practice, discussion, exercises, case studies, projects, group work, presentations, role play, student presentation in class)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

SME/E: Entrepreneurship 3 – Starting up

Module information

Contact: Prof. Dr. Dirk Ludewig

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	4/60	120	180	6	GER | EN	SME/E

Intended learning outcomes

Intended learning outcome:

- Students know the most commonly applied methods and approaches start-ups use in the phase of actually starting a business and establishing themselves up until the growth of new companies.
- They can describe them in a meaningful manner, apply them and assess how others apply them.

Skills and competencies

- Students are able to start a business, establish a start-up and further develop new companies to grow.
- They are also able to assess the application of appropriate methods and implement them.

Contents

- Foundation of a company
- Early feedback and development processes on the market
- Establishing start-ups
- Developing new companies to grow
- The entrepreneur & the entrepreneurial team – roles and requirements

Teaching method

Combination of different forms (incl. lectures on theory and practice, discussion in class, exercises, case studies, presentations, student presentation in class, projects, group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Announced on the first day of lectures and classes	GER | EN

Admission requirements

No formal admission requirements/However, students are advised to complete the "Entrepreneurship I – Ideation" and "Entrepreneurship II – Business Planning" modules before taking this module.

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

BI: Intelligent Systems

Module information

Contact: Prof. Dr. Jan Gerken

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
1st	1st	summer ☐ winter ☒	4/60	120	180	6	GER & EN	BI

Intended learning outcomes

- L1: Students create and modify machine learning systems to solve different learning problems.
- L2: They set up and carry out experiments to compare and evaluate learning systems.
- L3: They reflect the processes used to create learning systems critically.

Contents

1. Repetition of maths basics (linear algebra, linear regression - one and more variables, logistic regression)
2. Processes for the development of learning systems (planning, design, implementation and testing)
3. Types of learning systems (supervised, unsupervised, classification)
4. Evaluation of learning systems

Teaching method

Workshops, project including stand-up meetings and reports.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Project reports & presentation	GER

Admission requirements

None

Reusability

None

Recommended reading

- Peter Flach. Machine Learning: The Art and Science of Algorithms that Make Sense of Data, Cambridge University Presss, 2012
- Japkowicz N., Shah M., Evaluating Learning Algorithms: A Classification Perspective, Cambridge University Press, 2011
- A list of recommended reading will be provided at the beginning of the semester.

BI: Software Architecture

Module information

Contact: Prof. Dr. Indra Erichsen

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd	1st	summer ☒ winter ☐	4/60	120	180	6	GER & EN	BI

Intended learning outcomes

- L1: Students compare and assess different models of architecture, styles and patterns.
- L2: They develop a software architecture based on functional and quality requirements.
- L3: They analyse and evaluate the developed architecture in regards to how it meets the requirements.
- L4: They reflect on their process of developing and evaluating the architecture.

Contents

1. Introduction and repetition (requirements, design, testing)
2. Quality requirements for software
3. Strategies and ways to meet quality requirements on the level of architecture
4. Architecture models, styles and patterns (e.g. P2P, layer architecture, service-oriented architectures, micro services)
5. Architecture in a context (interconnection of organisational structures in software development and life cycle models)
6. Documentation of software architectures
7. Evaluation of software architectures (e.g. scenario-based evaluation)

Teaching method

Workshops, project including stand-up meetings and reports.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Project report & presentation	GER

Admission requirements

None

Reusability

None

Recommended reading

- Cervantes, H., Kazman, R., – Designing Software Architectures: A Practical Approach, Addision Wesley, SEI Series in Software Engineering, 2016
- Kazman, R., Abowd, G., Bass, L., & Clements, P. (1996). Scenario-based analysis of software architecture. *IEEE software*, *13*(6), 47-55.
- Johan F. Hoorn, Rik Farenhorst, Patricia Lago, Hans van Vliet: The lonesome architect. Journal of Systems and Software 84(9): 1424-1435 (2011)

- Additional details on recommended reading will be provided throughout the semester.

International Management

Module information

Contact: Prof. Dr. Werner Schurawitzki

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	4/60	120	180	6	GER & EN	Minor

Intended learning outcomes

- Students apply the skills and knowledge they acquired in the module "Intercultural Communication" to current examples and assess how meaningful and useful the different approaches are.
- They analyse the chances of success for the strategies chosen by various international corporations and evaluate them.
- They develop viable models for sustainable management.

In the course of this module students will familiarise themselves with the fundamental economic framework conditions for the internationalisation of business activities. In a broader sense, they also acquire the knowledge of instruments and communication skills required for successful management and the communication between different cultural spheres.

Contents

This module deals with the fundamentals of business management and control across national borders which continues to gain more importance. Specifics of management instruments and selected business functions are dealt with. The students are confronted with culturally bound concepts of behavioural control.

Teaching method

Lecture, seminar and case studies

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 90	GER & EN

Admission requirements

None

Reusability

All modules dealing with international customer behaviour.

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

Intercultural Communication

Module information

Contact: Prof. Dr. Werner Schurawitzki

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
3rd	1st	summer ☐ winter ☒	4/60	120	180	6	GER & EN	Minor

Intended learning outcomes

- Students try out different methods of international management in an intercultural context.
- They work on methods companies use to communicate with their stakeholders.
- They assess how much political influence national and supranational decision-making bodies have on companies and the options companies have to react.

Contents

Business and HR management in an internationally active company must take cultural differences in motivation, language and behaviour into account. This module equips students with the tools necessary to do this.

Students should develop an interest in and gain knowledge of the economic and political questions relevant in an international context. The module aims to foster an interest in questions on international business and HR management, the ability to analyse problems and base a conceptual and implementation-oriented thought process as well as an interest in individual and group-related communication models on this.

Teaching method

Lecture, seminar and case studies

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 90	GER & EN

Admission requirements

International Management

Reusability

All modules dealing with international cultural behaviour.

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.

African New Markets

Module information

Contact: Prof. Dr. Kay Pfaffenberger

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd & 3rd	2	summer ☒ winter ☒	8/120	240	360	12	GER | EN	Minor

Intended learning outcomes

- Students identify economic, social, cultural and political indicators and, based on these, understand the specific characteristics of business activities in African countries. They understand the methods of initiating and developing business transactions in selected African countries and assess if and how business ideas can be implemented successfully.
- They solve case studies successfully taking challenges into account in target-oriented group work. They actively identify group processes and manage them. They approach stakeholders in a culturally aware manner and apply different methods and theories of intercultural cooperation.
- Students analyse and categorise markets and industry sectors in different countries on the African continent. They summarize requirements specific to countries and markets and develop markets. They differentiate between different target groups' requirements, successfully apply and further develop economic methods taking different cultural conditions and the challenges of intercultural activities into account. They transfer their knowledge in projects on markets and industry sectors.
- They work on concrete, current research questions with a relevance to practice. They prepare and hold meetings and small symposiums.

Contents

Summer semester: African New Markets I: Country Analysis

1. Economy and business in Africa (economic, demographic and social development on the African continent, regional characteristics, culture and country strategy, investment in Africa - methodological basics and experience, execution and perspectives)
2. Cultural training (Organisation types in Africa, forms of management in Africa, effectiveness of individuals and organisations in Africa)
3. Companies, organisations, people, projects – success factors and experience

Winter semester: African New Markets II: Market Entry

4. Markets and industry sectors

Teaching method

for 1: Lecture including exercises, some of it as online teaching

for 2: Workshop

for 3: Individual work on case studies, field trips

for 4: Project: In this part students will carry out a market analysis for markets and industry sectors defined at the beginning of the module. Students analyse the size of a market, its dynamics, structure, characteristics and the position selected companies take in this market. The results of the analyses will be presented in a symposium.

Please note: This class is taught in English, the examination language is German (for German participants) and English (for international participants, and German students if they choose English as their examination language at the beginning of the semester).

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Seminar report and presentation	GER | EN

Admission requirements

None

Reusability

None

Recommended reading

- Schmidt, Pfaffenberger, Liebing (2017): Praxishandbuch Wirtschaft in Afrika.
- A list of recommended reading will be provided at the beginning of the semester.

Lean Management

Module information

Contact: Prof. Dr. Volker Looks

Semester of the program me	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
2nd & 3rd	2	summer ☒ winter ☒	8/120	240	360	12	EN	Minor

Intended learning outcomes

- Students are familiar with the terminology and concepts of lean management and understand their complex interrelation.
- They analyse complex processes and systems taking specific aspects of lean management into account (e.g. identification of value creation and types of waste). They apply relevant methods and combine them as needed.
- They identify weak spots and develop solutions which they implement using the PDCA approach.
- They are familiar with the KATA approach with the coaching and improvement KATA as the basis for an agile business development.
- Students are able to differentiate between a number of approaches for change and organisation development and they can evaluate these approaches in regards to the lean management philosophy.

Contents

1. Lean management – history, philosophy and concept
2. Lean management methods
3. Kaizen using the PDCA cycle
4. Kata approach with coaching and improvement kata
5. Change and transformation in lean management

Teaching method

A combination of traditional teaching, inverted classroom and learning factory (role and business games)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Self reflection & peer group assessment & presentation	EN

Admission requirements

None

Reusability

None

Recommended reading

A list of recommended reading will be provided at the beginning of the semester.