



**Hochschule
Flensburg**
University of
Applied Sciences

Module directory

Business Administration (B.A.)

Flensburg University of Applied Sciences • School of Business

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Contents

Explanations	5
Basic modules (BM)	9
Mathematics	10
Introduction to Business Administration	11
Accounting 1: Principles	12
Digital Economy.....	13
Economics	15
English 1 - English and Study Skills	17
Statistics	19
Production and Logistics	21
Accounting 2: Management Accounting	22
Management Information Systems.....	24
Private and Commercial Law 1	25
English 2 - English and Soft Skills.....	26
Investment and Finance I Fundamentals of Corporate Finance.....	28
Marketing.....	29
Accounting 3: Financial Accounting/Taxation	30
Introduction to Human Resource Management Basics of Human Resource Management.....	32
Introduction to International Human Resource Management	34
Private and Commercial Law 2	36
English 3 – English and Systemic and Social Skills	37
Academic Writing	38
Methodology Skills	39
An overview of major modules (MM):	40
Major modules: a detailed overview	41
MC: Strategic Planning and Control	42
MC: Advanced Management Accounting.....	43
MC: Specific Questions in Management Control	44
MC: Financial Reporting: Group Financial Statements.....	45
HRM: Personnel Development.....	46
HRM: Collective Labour Law.....	47
HRM: Ergonomics	48
HRM: Recruitment.....	49
HRM: Individual Labour Law	50
HRM: HR Control and Reward Strategies	51

INT: Strategic Planning and Control	52
INT: Logistics & Operations Management.....	53
INT: Principles of International Marketing	54
INT: Semester abroad.....	55
MIHC: Strategy	56
MIHC: Legal Basics.....	58
MIHC: Process Orientation and Information Management	59
MIHC: Management control.....	61
MIHC: Finance	63
MIHC: Quality Management and Medical Basics	64
MKT: Marketing Management	65
MKT: Principles of International Marketing	66
MKT: Competition Law	67
MKT: Marketing Case Studies.....	68
MKT: Marketing Control.....	69
MKT: Instruments and Concepts of International Marketing	70
OSCM: Logistics & Operations Management	71
OSCM: Production Management	72
OSCM: Logistics Control	73
OSCM: Supply Management	74
OSCM: Law of Procurement, Logistics and Transport	75
OSCM: Supply Chain Management	76
FAT: Taxation.....	77
FAT: Advanced Financial Reporting 1: Individual Financial Statements.....	78
FAT: Advanced Management Accounting	79
FAT: Financial Reporting 2: Group Financial Statements	80
Supplementary modules (SM)	81
Entrepreneurship & Small and Medium Enterprises.....	82
International Market Strategies	84
Innovation Management.....	85
Methods to Search for and Process Information	86
SAP Project	87
Current Topics from Accounting and Taxation / International Tax Law.....	89
Business in Africa.....	90
Communication in Emerging Markets.....	91
IT-based Management	93
Cross-Cultural Management	94
Organisation Development	95
Economics: Currency, Banking and Financial Crises.....	97

Start-up Business Game & Mathematical Modelling in Finance	98
Learning how to Digital – Learning More Digitally: Success Factors for a Digital World of Work.....	100
Modules to be completed at the end of the studies (ESM):	102
Internship	103
Bachelor's thesis (thesis and colloquium)	104
Documentation of changes/updates:.....	105

Explanations

Kinds of modules

The structure of this module directory follows the kinds of modules that exist at FUAS:

1. **Basic modules (BM):** In these modules students acquire the basic knowledge and skills of their chosen degree programme; they do not specialise further. All basic modules are compulsory modules.
2. **Major modules (MM):** Major modules offer students the chance to specialise in certain topics from their degree programme such as professional fields or industries. All major modules are binding elective modules.
3. **Supplementary modules (SM):** These modules offer students the opportunity to specialise in another field in addition to their major. All supplementary modules are binding elective modules. Each semester the Faculty Board will agree on a list of supplementary modules to be offered for the following semester. This means that the SM contained in this module directory are those valid at the time of printing.
4. **Modules to be completed at the end of the studies (ESM):** These modules form the end of the studies.

This module directory uses the terms and terminology used and defined in the Principles of Assessment [Prüfungsverfahrensordnung] (PVO) of Flensburg University of Applied Sciences.

Type of module

Defines the character of a module. The different types of modules are:

1. **Compulsory modules (CM):** These modules have to be completed by all students enrolled in a degree programme.
2. **Binding electives (BEM):** Students can choose a number of related modules from a number of module catalogues offered (here: major modules, supplementary modules).
3. **Non-binding electives (NEM):** Students can choose any given number of modules from a number of module catalogues offered. Non-binding electives do not affect the final grade.

Type of assessment

Defines the type of assessment required to successfully complete a module. The different types of modules are:

1. **Coursework (CW):** If graded "fail", this type of assessment can be re-taken for an unlimited number of times; coursework can be assessed with a grade or a certificate of attendance. Grades awarded for coursework do not affect the final grade.
2. **Examination (Ex):** If graded "fail", this type of assessment can only be re-taken for a limited number of times; examinations are assessed with a grade. Grades awarded for examinations affect the final grade according to their weight in the curriculum.
3. **Component of an examination (CEX):** In terms of how it is graded and how often it can be re-taken the same rules apply as for Ex. This examination is made up of several components. In accordance with art. 14 para. 2 of the Principles of Assessment [Prüfungsverfahrensordnung, PVO] if an assessment is made up of more than one part, each part has to be graded with "ausreichend" [sufficient] at least. Unless specified otherwise, the final grade for a subject is derived from the arithmetic average of the individual parts of that assessment.
4. **Assessment pre-requisite to an exam (APE):** Assessment whose successful completion is pre-requisite for the admission to a (subordinate) examination. If an APE is graded "fail", it may be re-taken for an unlimited number of times.

Form of assessment

Defines the form assessments can take. The different types of modules are:

1. **Written exam (WE) in accordance with art. 11 of the PVO:** Written test usually to be completed at the end of a semester (at the end of a series of classes forming a module). The time a written exam is to be completed in is to be defined in minutes, e.g. WE 90.
2. **Oral exam (OE) in accordance with art. 12 of the PVO:** Oral exam usually to be completed at the end of a semester (at the end of a series of classes forming a module). An oral exam usually takes 30 minutes per candidate. In group examinations each candidate shall be examined for 15 minutes.
3. **Other form of assessment (OA) in accordance with art. 13 of the PVO:** Other forms of assessment can include term papers, presentations in class, practical exercises, case studies, projects, designs, computer programmes or a combination of these. For compulsory modules up to three possible forms have to be defined in the degree programme's Study and Examination Regulations in accordance with art. 3 para. 2. In the case of electives, the examiner in charge can announce the specific form of assessment to be completed to the students and the Examinations Office at the beginning of the lecture period. A combination of different forms of assessment is permitted. This module directory uses "&" to mark a logical conjunction and "|" to mark a logical disjunction. For example: (Presentation in class | term paper) & oral exam, means the assessment is made up of a presentation in class or a term paper in addition to an oral exam. Presentation in class | (term paper & oral exam), however, means the assessment is made up of either a presentation in class or a term paper and an oral exam.

Type of class

Describes the manner in which the contents of a module are taught. The following types of class exist in accordance with art. 3 para. 5 of FUAS' Principles of Assessment [Prüfungsverfahrensordnung, PVO]:

1. **Lecture (L):** Coherent presentation of the teaching content
2. **Tutorial accompanying a lecture (T):** Applying and further understanding the teaching content in small groups
3. **Seminar (SE):** Studying specific subject areas with the help of presentations independently created by the participants and/or in discussions in small groups
4. **Laboratory (Lab):** Acquiring and further understanding of knowledge by solving hands-on experimental tasks in small groups
5. **Project (P):** Working in teams to design and realise solutions for real-world problems
6. **Workshop (W):** Moderated dialogue in a small group in which tasks are discussed and approaches for solutions are found
7. **Long-distance (LDC) and virtual classes (VC):** Classes 1. - 6. above, held via digital communication between teaching staff and students
8. **Field trip (FT):** Field trip led by a member of teaching staff
9. **Other classes (OC):** Classes of another kind than those described under numbers 1. to 8.

Language of instruction and examination language

The following languages are mentioned in the module directory:

- German (**GER**)
- English (**EN**)

This module directory uses the following conventions to clarify which language is used:

GER & EN The module is offered in both German and English, i.e. it is made up of German and English language parts.

GER | EN: The module is taught either entirely in German or entirely in English. Which of the languages is used will be determined at the beginning of the lecture period.

Course plan – module overview

1st semester	hpw	24	Mathematics	4	Introduction to Business Administration	4	Accounting 1: Principles	4	Digital Economy	4	Economics	4	English 1 - English and Study Skills		4
	CP	30		5		5		5		5		5			
2nd semester	hpw	24	Statistics	4	Production and Logistics	4	Accounting 2: Management Accounting	4	Management Information Systems	4	Private and Commercial Law 1	4	English 2 - English and Soft Skills		4
	CP	30		5		5		5		5		5			
3rd semester	hpw	24	Investment and Finance	4	Marketing	4	Accounting 3 - Advanced Financial Reporting / Taxation	4	Introduction to Human Resource Management	4	Private and Commercial Law 2	4	English 3 - English and Systemic and Social Skills		4
	CP	30		5		5		5		5		5			
4th semester	hpw	24	Major modules (MM) CTR, HRM, INT, MIHC, MKT, OSCM, FAT					12	Supplementary modules (SM) according to catalogue		8	Academic Writing	2	Methodology Skills	2
	CP	30						15			10		2		3
5th semester	hpw	24	Major modules (MM) CTR, HRM, INT, MIHC, MKT, OSCM, FAT					12	Supplementary modules (SM) according to catalogue		8	Elective module (according to catalogue)			4
	CP	30						15			10				5
6th semester	hours: 900	Internship							540	Thesis and colloquium				360	
	CP: 30								18					12	

Course plan – majors

Major modules: Management Control (CTR)									
4th semester	hpw	12	Advanced Management Accounting			8	Strategic Planning and Control		4
	CP	15				10			5
5th semester	hpw	12	Specific Questions in Management Control			8	Financial Reporting: Group Financial Statements		4
	CP	15				10			5
Major modules: Human Resource Management (HRM)									
4th semester	hpw	12	Personnel Development	4	Collective Labour Law	4	Ergonomics	4	
	CP	15		5		5			
5th semester	hpw	12	Recruitment	4	Individual Labour Law	4	HR Control and Reward Strategies	4	
	CP	15		5		5			
Major modules: International Business (INT)									
4th semester	hpw	12	Principles of International Marketing	4	Strategic Planning and Control	4	Logistics and Operations Management	4	
	CP	15		5		5			
5th semester	hpw	24	Semester abroad					24	
	CP	30						30	
Major modules: Management in Health Care (MIHC)									
4th semester	hpw	12	Strategy	4	Legal Basics	4	Process Orientation and Information Management	4	
	CP	15		5		5			
5th semester	hpw	12	Management Control	4	Finance	4	Quality Management and Medical Basics	4	
	CP	15		5		5			
Major modules: Marketing (MKT)									
4th semester	hpw	12	Marketing Management	4	Principles of International Marketing	4	Competition Law	4	
	CP	15		5		5			
5th semester	hpw	12	Marketing Case Studies	4	Marketing Control	4	Instruments and Concepts of International Marketing	4	
	CP	15		5		5			
Major modules: Operations and Supply Chain Management (OSCM)									
4th semester	hpw	12	Logistics & Operations Management	4	Production Management	4	Logistics Control	4	
	CP	15		5		5			
5th semester	hpw	12	Supply Management	4	Law of Procurement, Logistics and Procurement	4	Supply Chain Management	4	
	CP	15		5		5			
Major modules: Financial Accounting and Taxation (FAT)									
4th semester	hpw	12	Taxation			8	Advanced Financial Reporting 1: Individual Financial Statements		4
	CP	15				10			5
5th semester	hpw	12	Advanced Management Accounting			8	Financial Reporting 2: Group Financial Statements		4
	CP	15				10			5

Basic modules (BM)

Basic modules are designed to allow students to acquire the basic knowledge and skills of their chosen degree programme. They do not specialise further. Basic module are always compulsory modules.

If a degree programme accepts new students in every semester, basic modules are offered in every semester. If a degree programme only accepts new students once per year, basic modules are offered in that semester. (cf. "offered in")

Mathematics

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
1st	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students are familiar with the most important calculation methods in linear algebra, linear optimization and analysis. They can describe them in a meaningful manner and apply them.
- This enables students to develop first economic questions using mathematics, they are able to find model answers to these questions and interpret the results.

Contents

1. Linear algebra: Vectors, matrices, systems of linear equations
2. Linear optimization
3. Analysis: Economic functions, differential and integral calculus, functions with more than one variable

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

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 Business Administration

Module information

Contact: Prof. Dr. Tausch-Nebel

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students are confident in using the basic terms of business administration
- They understand how the individual corporate processes relate to each other
- They can name and explain differences between different sectors
- They analyse and structure common business questions and draft possible solutions for these questions

Contents

1. Introduction: Definition and classification of business administration
2. Constructive decisions: Starting up a business, choosing the legal form and location, business networks, restructuring and liquidation
3. Core processes: Innovation management, procurement, production, marketing/distribution
4. Management processes: organisation, leadership, management control
5. Support processes: Investment and finance, accounting, taxes

Teaching method

Lecture with exercises and subject-related discussions

Mode and type of assessment

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

Admission requirements

None

Reusability

None

Recommended reading

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

Accounting 1: Principles

Module information

Contact: Prof. Dr. Tausch-Nebel

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students apply terms and concepts from accounting and finance
- They understand the correlations between the different areas of accounting
- They can determine whether there is a legal obligation to keep books
- They understand the methodology of financial accounting and apply this to different business transactions and determine the closing entries necessary to create a complete annual financial statement including the balance sheet and a profit and loss account

Contents

1. Target audience, tasks and objectives of cost accounting
2. Operands in accounting and finance (deposit, earnings, revenue, capacity etc.)
3. Legal basis for financial accounting
4. Basic elements of financial accounting (stocktaking, inventory, balance sheet, profit & loss)
5. Methodology of financial accounting
6. Booking selected ongoing business transactions
7. Closing entries for the annual financial statement

Teaching method

Lecture with tutorials

Mode and type of assessment

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

Admission requirements

None

Reusability

None

Recommended reading

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

Digital Economy

Module information

Contact: Prof. Dr. Rusnjak

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students understand the relevance of digital technologies and information for the competitiveness of a business. They know trends and technologies and their importance for how societies and business act. They are familiar with concepts for the general description of business models and can apply them for the fields of industry x.0 and services x.0.
- Students form teams to work on case studies and continuously present their key results in accordance with the contents of the module. Students learn to visualise and conceptualise relevant entrepreneurial approaches by developing alternative and additional ideas and solutions.
- By working in teams students learn to become part of a group, express their opinion and debate it. They understand the problems and challenges of working in teams and how team dynamics can be used to attain goals. Students learn to understand their own role and their strengths in the context of teamwork by learning and applying strategies to solve conflict situations.
- Working on case studies as individual projects allows the students to develop their ability to reflect their own actions and identify their strengths and weaknesses. They know how to best apply their skills and resources and how to further develop them and they work on reducing or even overcoming their weaknesses. The definition of milestones and reporting deadlines prompts the students to organise themselves and work efficiently as well as to document knowledge and results and to present it to specific target groups.

Contents

1. Basics of the digital economy
2. Digital transformation: Important trends and technologies
3. Industry x.0
4. Services x.0
5. Digital business models

Teaching method

Lecture with seminar character including project work using case studies and examples as well as presentations and subject-related discussions

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Group project, presentation in class & publication (if applicable)	GER

Admission requirements

None

Reusability

None

Recommended reading

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

Economics

Module information

Contact: Prof. Dr. Kurth

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students are able to explain the main approaches of the theory of consumer choice and the theory of the firm as well as the allocation function of the market.
- They can differentiate between market forms influencing the actions of economic units and the market result.
- They assess the role of the state in different kinds of market failure.
- They question the significance and value of the data of the national accounts, employment figures and the development of inflation.
- They are able to critically assess economic policies based on supply and demand.
- They begin to analyse and evaluate the ECB's monetary policy.

Contents

1. Introduction: What does Economics deal with?, micro and macro economy?, models and theories, nominal and real parameters
2. Theory of consumer choice
3. Theory of the firm
4. Elasticities
5. Market forms
6. The market: Supply and demand and state intervention
7. Markets and welfare
8. The job market
9. Public goods and external effects
10. Macro-economic data
11. The economic cycle
12. The European System of Central Banks: Objectives and monetary policy instruments
13. Monetary and fiscal policy: Keynes vs. neoclassical economics in a closed economy

Teaching method

Lecture

Mode and type of assessment

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

Admission requirements

None

Reusability

Business Informatics (bachelor's degree programme)

Recommended reading

- Bofinger, Peter: Grundzüge der Volkswirtschaft, Pearson Education, 4th ed, 2015.
- Krugman, Paul und Robin Wells: Volkswirtschaftslehre, Schäffer/Poeschel, 2nd ed, 2017.
- Mankiw, N. Gregory und Mark P. Taylor: Grundzüge der Volkswirtschaftslehre, Schäffer/Pöschel, 6th ed, 2016.

English 1 - English and Study Skills

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
1	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	EN	BM

Intended learning outcomes

- Students can identify the main message(s) of a text if it uses 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 (CEFR).
- 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 these targets 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 CEFR.

Reusability

None

Recommended reading

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

Statistics

Module information

Contact: Prof. Dr. Severin

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students are familiar with the basic tools of descriptive and inductive statistics and the key terminology and concepts of probability. They can apply them and interpret the results.
- They are familiar with parameters and index numbers; they can calculate and interpret them.
- Students can apply simple linear regression and, amongst others, use it to create prognoses.
- This enables students to work on first economic questions using data, to analyse and assess these questions and interpret the results.

Contents

1. Basics of descriptive statistics for qualitative, comparative and quantitative characteristics, measures of central tendency, dispersion and correlation in particular
2. Simple linear regression
3. Parameters and index numbers (e.g. Gini index, price, and value indices)
4. Probability (e.g. conditional probability, Bayes' theorem
5. combinatorics)
6. Inductive statistics: discrete and continuous distributions, estimates, central limit theorem, variation and confidence intervals, hypothesis testing (parameter testing)

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

Admission requirements

None

Reusability

None

Recommended reading

- Study materials used in this module (scripts, exercise sheets, excel files) can be purchased in the "AStA Papierladen" on campus and are available on Stud.IP for example.
- Wewel, M. C., Blatter, A. (2019): Statistik im Bachelor Studium der BWL und VWL: Methoden, Anwendung, Interpretation, Pearson Studium, 4th updated ed, Munich
- Mittag, H.-J. (2017): Statistik: Eine Einführung mit interaktiven Elementen, 5th ed, Springer, Berlin, Heidelberg
- Fahrmeir, L., et al. (2016): Statistik: Der Weg zur Datenanalyse, 8th ed, Springer, Berlin, Heidelberg

- Schira, J. (2016): Statistische Methoden der VWL und BWL, Theorie und Praxis, 5th ed, Pearson Studium, Munich
- A list of recommended reading will be provided at the beginning of the semester.

Production and Logistics

Module information

Contact: Prof. Dr. 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
2	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students know and understand the basics of procurement, production, logistics and supply chain management.
- They apply conceptual reference frameworks and mathematical models in these fields.
- Students analyse internal and external data, information and capital flow.
- They make suggestions for how to improve processes and functions in the value creation network.
- Students assess production and logistics systems on the basis of financial and other performance parameters.

Contents

1. Procurement – strategic and operative procurement
2. Production – 5S method and shop floor management, maintenance and quality management, production structures and organisation, production control
3. Logistics – warehouse and inventory management, transport, procurement and distribution logistics
4. Supply Chain Management – supply chain structure, process orientation in supply chains

Teaching method

Lecture (L) including case studies to create a better understanding of the contents

Mode and type of assessment

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

Admission requirements

None

Reusability

None

Recommended reading

- Kummer S, Grün O, Jammernegg W (2013): Grundzüge der Beschaffung, Produktion und Logistik. 3rd ed, Pearson Verlag, Munich.
- Kummer S, Grün O, Jammernegg W (2013): Grundzüge der Beschaffung, Produktion und Logistik – Das Übungsbuch. 2nd ed, Pearson Verlag, Munich.
- Günther HO, Tempelmeier H (2012): Produktion und Logistik. 9th ed, Springer Verlag, Berlin.
- Günther HO, Tempelmeier H (2010): Übungsbuch Produktion und Logistik. 7th ed, Springer Verlag, Berlin.
- a list of additional recommended reading will be provided at the beginning of the semester

Accounting 2: Management Accounting

Module information

Contact: Prof. Dr. 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
2	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER/EN	BM

Intended learning outcomes

The cost accounting section enables students to

- explain and apply cost accounting terminology
- produce simple cost curves, plot their graphs and discuss them
- calculate the most relevant cost types and discuss them critically
- choose adequate cost codes for cost centres and calculate overheads
- apply the basic rules of single unit product costing and review them critically and create a cost unit period costing calculation
- classify cost accounting systems, explain them and present them visually

The management control section enables students to

- identify and evaluate the role and tasks management control has in a company
- review the possible applications of but also limitations to management control and its tools
- apply the most relevant tools of management control

Contents

Cost accounting

1. Basics of cost accounting (definition and functions of costs etc.)
2. Accounting of different types of cost
3. Cost centre accounting
4. Cost unit accounting (single unit product and cost unit period costing)
5. Overview of cost accounting systems

Management control

1. Basics and context of management control
2. Operative tools of management control
3. Strategic tools of management control
4. Management control objects
5. Development of management control

Teaching method

Lecture with tutorials

Mode and type of assessment

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

Admission requirements

None

Reusability

Business Informatics (bachelor's)

Recommended reading

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

Management Information Systems

Module information

Contact: Prof. Dr. 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
2	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

Students are familiar with the basics of data and information processing for business processes. They see the information-related challenges of digital transformation and can assess which IT tools a business can use to meet them.

Students use management information systems to support business processes.

Contents

1. Technological and conceptual basics
2. Tasks of management information systems
3. Managing business processes
4. Management information systems in business processes

Teaching method

Lecture with lab classes, case studies and practical exercises

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Computer exam & e-test	GER

Admission requirements

None

Reusability

None

Recommended reading

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

Private and Commercial Law 1

Module information

Contact: Prof. Dr. Geffert

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

Entrepreneurial activities always take place within a legal framework. Students are introduced to the rights and obligations connected to contractual business activities. They are able to understand legal correlations and problems in a business context and find solutions for simple problems from practice. This includes the ability to communicate with internal and external legal consultants.

Applying legal methods (style of legal opinions, structure of claims) leads to an increased confidence in applying the relevant methods. By understanding legal correlations, the students become more confident in assessing legal risks.

Contents

1. Structure and functioning of the law
2. Introduction to the methodology of legal cases
3. General part of the *Bürgerliche Gesetzbuch* (German civil code)
4. Terms and conditions
5. Contents of contractual obligations
6. Provisions on breach of contract (*Leistungsstörungenrecht*)
7. Warranty
8. Termination of contractual obligations

Teaching method

Lecture with exercises based on cases

Mode and type of assessment

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

Admission requirements

None

Reusability

Legal basis for the WPR2 module and other legal major modules

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: 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
2	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	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 (CEFR).
- 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

1. Cultural differences in the global economy
2. Organisational culture; referring to a number of expert publications (Hofstede, Trompenaars...)
3. Acquisition of a broader and more in-depth vocabulary (business and general)
4. Producing texts (e.g. e-mails, application letters, CVs, self-reflection...)
5. Feedback models and processes, rules and the use of meta communication
6. Group processes; observing, experiencing, understanding and the conscious use of intervention
7. Understanding the importance of atmosphere and corporate climate (harmony and conflict), gaining the courage to express oneself
8. Understanding and developing one's role in groups, acting as part of a team
9. 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 CEFR.

Reusability

None

Recommended reading

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

Investment and Finance I Fundamentals of Corporate Finance

Module information

Contact: Prof. Dr. 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
3	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	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.

Marketing

Module information

Contact: Prof. Dr. 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
3	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

- Students are familiar with the core elements of a marketing concept and understand the systemic linkages between these individual elements.
- They create a draft of their own complete and coherent marketing concept for different products and applications.
- They systematically analyse the conditions of internal and external entrepreneurship and how they interact (including the social market environment) and they assess the importance the individual factors and conditions have for the creation of a marketing concept in the context in question.

Contents

1. Guiding principles of a contemporary marketing concept (market and society-orientation)
2. Core elements of a marketing concept
3. Market research: Main types, process steps and decision areas in market research
4. Behavioural basics to buying decisions (market psychology)
5. Areas of analysis and decision-making in strategic marketing
6. Marketing mix (product, price, distribution, communication)
7. Implementing marketing within the business (organisation, HRM, IT and management control systems, corporate culture)
8. The effects of digital transformation on planning and implementing marketing

Teaching method

Lecture with subject-related discussions and integrated case studies

Mode and type of assessment

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

Admission requirements

None

Reusability

None

Recommended reading

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

Accounting 3: Financial Accounting/Taxation

Module information

Contact: Prof. Dr. Dreyer, Prof. Dr. 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
3	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

The advanced **financial reporting section (Prof. Dr. Klem)** enables students to

- identify the differences between accounting, stock keeping and advanced financial reporting in a systematic manner.
- apply simple financial reporting standards (in accordance with the German commercial Code [*Handelsgesetzbuch*]).
- understand and apply accounting options.
- identify and assess the most relevant problems in accounting.
- solve problems in a systematic manner on their own and in a team.

The **taxation section (Prof. Dr. Dreyer)** enables students to

- classify different types of taxation in a systematic manner.
- explain the relevance of different types of taxation.
- apply simple legal regulations.
- identify basic problems from a taxation point of view on their own and assess them.
- solve problems in a systematic manner on their own and in a team.

Contents

Advanced Financial Reporting

1. Introduction to the basics of advanced financial reporting
2. Balance of trade, in particular: balance sheet, profit and loss statement, annex and management report in accordance with trade law
3. Tax balance sheet
4. Introduction to accounting policies and analysis

Taxation

1. Introduction to taxation law
2. VAT
 - 2.1. Overview of VAT law
 - 2.2. Entrepreneurs and enterprises
 - 2.3. Taxable operations
 - 2.4. Tax exemptions
 - 2.5. Basis of assessment
 - 2.6. Tax rates
 - 2.7. Calculation of VAT
 - 2.8. Input VAT
 - 2.9. Special scheme for small enterprises
3. Income tax
 - 3.1. Relevance of income tax law
 - 3.2. Individual liability for taxation
 - 3.3. Objective liability for taxation
 - 3.4. Calculation of the taxable income

Teaching method

Lecture with exercises and subject-related discussions.

Mode and type of assessment

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

Admission requirements

None

Reusability

None

Recommended reading

- The relevant tax law and the German commercial code are basic reading for this module.
- 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.

Introduction to Human Resource Management | Basics of Human Resource Management

Module information

Contact: Prof. Dr. Rohrlack

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER/EN	BM

Intended learning outcomes

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

Contents

1. Basics of HRM in organisations
Theoretical concepts and their relevance, framework conditions (within a business and outside it), possibilities to exert influence and for participation
2. Fundamental tasks of HR
 - a. Recruitment, allocation, development, HR service, lay-off;
 - b. Terminology, function, processes, methods and tools
 - c. Potential and limitations
3. Personnel management
 - a. Meaning/relevance, effect and responsibility of personnel management
 - b. Fundamental functions and tasks of personnel management: Shaping leadership, motivation, evaluation and incentives, communication and conflicts
 - c. Terminology, systems, theoretical basis/models, methods and tools

Teaching method

Seminar with exercises, subject-related discussions, discussions in class, examples from practice; applying the contents of the class and gaining a deeper understanding of them by working on problems, simulations, cases from real life and/or case studies in small groups; reflect contents critically, analysis and presentation of results; coaching throughout the module and individual study support.

Mode and type of assessment

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

Admission requirements

None

Reusability

None

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 Internationales Human Resource Management” (Basics of Internal HRM) modules as both modules are electives.

Introduction to International Human Resource Management

Module information

Contact: Prof. Dr. Bartscher

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	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 instruction 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.

Private and Commercial Law 2

Module information

Contact: Prof. Dr. Heybrock

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	BM

Intended learning outcomes

Entrepreneurial activities always take place within a cultural, economic and legal framework. Students are able to assess the rights and obligations connected to business and trade activities on their own. They understand what measures can be taken to avoid or solve legal questions and problems in a business context. This includes the ability to communicate with internal and external legal consultants. Students are qualified to solve legal conflicts within a company and – insofar as that is permissible – in court. Students acquire the following key qualifications: Identifying, understanding and solving legal conflicts; subsumption/classification method; conceptualising a legal expert's opinion.

Contents

Substantive contents

Sales and purchase agreements, esp. warranty in sales contracts

Specific types of purchasing, international context

Money loan law, consumer credits

Law for secured transactions and collateral security

Licensing and transfer agreements

Employment law

Contract for work and services, esp. warranty

Legal obligations (unjust enrichment, tort law, product liability, Negotiorum gestio (act performed without due authority), claims arising from ownership)

Application

More in-depth understanding through sample contracts and case studies

Introduction to the methodology of legal cases

Teaching method

Lecture with case studies

Mode and type of assessment

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

Admission requirements

Private and Commercial Law 1

Reusability

None

Recommended reading

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

English 3 – English and Systemic and Social Skills

Module information

Contact: Victoria Richter

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credits Points (CP)	Language of instruction	Module area
3	1	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	EN	BM

Intended learning outcomes

- Students compose 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 (CEFR).
- 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 a given 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 CEFR.

Reusability

None

Recommended reading

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

Academic Writing

Module information

Contact: NN

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	2/30	30	60	2	GER	BM

Intended learning outcomes

- Students work on a problem or question from their subject-area based on the relevant theories and without instruction.
- They know academic research and writing techniques and are able to apply them.
- They use these techniques and methods when writing their bachelor's or master's thesis.
- They know how bachelor's or master's theses are structured.
- In exercises, students learn how to write theses and papers in accordance with and meeting relevant standards using Microsoft Word.
- Students are able to use Microsoft Word for work purposes.

Contents

- Literature research, analysis and management, gathering and structuring content, writing re-writing pieces, referencing in accordance with academic standards
- Students are familiarised with the basic standards of academic writing through target-oriented exercises
- Composing academic papers using Microsoft Word:
 - structuring a document professionally, including chapters and pages
 - headlines, page headers and footers, footnotes
 - creating and inserting lists, tables, graphics and images
 - managing sources and references correctly
 - creating a table of contents, figures and tables, keyword indexes
 - using style sheets efficiently
- Creating a template for academic papers in Microsoft Word
- Mail merge for work purposes, using templates, creating forms etc.

Teaching method

Work in the computer lab in small groups

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Computer assessment	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

Methodology Skills

Module information

Contact: NN

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	2/30	60	90	3	GER	BM

Intended learning outcomes

- Students use Excel for business administrative purposes.
- They structure, analyse, present data, and use them for calculation in a business administrative context.
- They use Excel to solve specific problems from (business) mathematics.
- Students use pivot tables in Excel to group large amounts of data, analyse them and present them.
- They use the Excel tool PowerPivot to import large amounts of data from different sources and analyse them.
- They model problems from financial mathematics and statistics in Excel and can use the relevant functions in that tool.
- They use what-if analysis tools (multiple operations, Goal Seek, solver and scenario manager) to experiment with different groups of values in one or more formulas.

Contents

- Excel: Formulas, functions and nested functions as well as date and time functions and calculating across more than one sheet, conditional formatting.
- Using examples from real life to set up calculation models
- Visualise data - create professional diagrams
- Specific data tools: Consolidate data, data verification, text converter
- Calculate subtotals and insert summary rows in large amounts of data
- Excel and (business) mathematics: Linear algebra with Excel, e.g. matrices and systems of linear equations
- Creating Pivot tables and charts
- PowerPivot: Creating a data model from a list of tables related to each other and displayed in an Excel file.
- Using financial functions and own formulas.
- Using statistics function and own formulas.
- What-if analysis: multiple operations, Goal Seek, solver and scenario manager.

Teaching method

Work in the computer lab in small groups

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Computer assessment	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

An overview of major modules (MM):

Major modules offer students the chance to specialise on certain topics from their degree programme such as professional fields or industries. They can choose modules from a pre-defined catalogue. All major modules are binding elective modules. The major modules are offered in the 4th and 5th semester of the programme; they can usually be completed in reverse order. Each major is made up of modules adding up to 12 hours per week or 15 Credit Points per semester offered over a period of two semesters.

Currently the majors are:

- Management Control (CTR)
- Human Resource Management (HRM)
- International Business (INT)
- Management in Health Care (MIHC)
- Marketing (MKT)
- Operations and Supply Chain Management (OSCM)
- Financial Accounting and Taxation (FAT)

Major modules: a detailed overview

Major modules: Management Control (CTR)									
4th semester	hpw	12	Advanced Management Accounting			8	Strategic Planning and Control		4
	CP	15				10			5
5th semester	hpw	12	Specific Questions in Management Control			8	Financial Reporting: Group Financial Statements		4
	CP	15				10			5
Major modules: Human Resource Management (HRM)									
4th semester	hpw	12	Personnel Development	4	Collective Labour Law	4	Ergonomics		4
	CP	15		5		5			
5th semester	hpw	12	Recruitment	4	Individual Labour Law	4	HR Control and Reward Strategies		4
	CP	15		5		5			
Major modules: International Business (INT)									
4th semester	hpw	12	Principles of International Marketing	4	Strategic Planning and Control	4	Logistics and Operations Management		4
	CP	15		5		5			
5th semester	hpw	24	Semester abroad						24
	CP	30							30
Major modules: Management in Health Care (MIHC)									
4th semester	hpw	12	Strategy	4	Legal Basics	4	Process Orientation and Information Management		4
	CP	15		5		5			
5th semester	hpw	12	Management Control	4	Finance	4	Quality Management and Medical Basics		4
	CP	15		5		5			
Major modules: Marketing (MKT)									
4th semester	hpw	12	Marketing Management	4	Principles of International Marketing	4	Competition Law		4
	CP	15		5		5			
5th semester	hpw	12	Marketing Case Studies	4	Marketing Control	4	Instruments and Concepts of International Marketing		4
	CP	15		5		5			
Major modules: Operations and Supply Chain Management (OSCM)									
4th semester	hpw	12	Logistics & Operations Management	4	Production Management	4	Logistics Control		4
	CP	15		5		5			
5th semester	hpw	12	Supply Management	4	Law of Procurement, Logistics and Procurement	4	Supply Chain Management		4
	CP	15		5		5			
Major modules: Financial Accounting and Taxation (FAT)									
4th semester	hpw	12	Taxation			8	Advanced Financial Reporting 1: Individual Financial Statements		4
	CP	15				10			5
5th semester	hpw	12	Advanced Management Accounting			8	Financial Reporting 2: Group Financial Statements		4
	CP	15				10			5

MC: Strategic Planning and Control

Module information

Contact: Prof. Dr. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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.

MC: Advanced Management Accounting

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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER	MC

Intended learning outcomes

- Students can assess existing cost accounting systems in a correct and adequate manner.
- They analyse complex questions from this subject.
- They find well-founded solutions for subject-related questions and present them on their own or in a team.
- They can assess the role operative management control plays in the context of other areas (IT, external accounting...) and consider this in their suggestions for solutions.
- They familiarize themselves with new topics in the subject area in regards to academic research, analysis and evaluation.

Contents

1. Tasks of advanced management accounting
2. Highly developed cost accounting systems
3. Overhead cost accounting in the system of flexible standard costing
4. Production control
5. Operative sales management
6. Process cost accounting

Teaching method

Combination of different methods (lecture, case studies, exercises, projects and group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 180	GER

Admission requirements

Orientation test, solid basic knowledge of accounting, cost accounting and management control.

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.

MC: Specific Questions in Management Control

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	GER/EN	MC

Intended learning outcomes

- Students can assess current problems of management control in a correct and adequate manner.
- They analyse complex questions from this subject.
- They find well-founded solutions for subject-related questions and present them on their own or in a team.
- They understand the role of management control as a task that cuts across sectors and they consider it in their approaches to solve problems.
- They familiarize themselves with new topics in the subject area and present their findings in an academically sound manner.

Contents

Current topics such as project control, international management control, shareholder value, risk control, beyond budgeting, management control and digital transformation, management control and IFRS

Teaching method

Combination of different methods (discussion in class, projects/group work, 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	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 purchased in the "ASTA Papierladen" on campus.

MC: Financial Reporting: Group Financial Statements

Module information

Contact: Prof. Dr. 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	winter summer <input type="checkbox"/>	4/60	90	150	5	GER	MC

Intended learning outcomes

- Students are familiar with consolidation plans.
- They apply complex provisions for group financial statements in accordance with IFRS and the German HGB.
- They solve complex questions in a systematic manner; they prepare a basic consolidated financial statement.
- They define their own learning and work objectives.
- They familiarise themselves with new subject areas on their own or in a team, including research, analysis and evaluation.
- They present the knowledge they have acquired in front of the group.

Contents

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

Teaching method

Combination of different methods, including lecture, exercises, presentations, 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

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.

HRM: Personnel Development

Module information

Contact: Prof. Dr. Rohrlack

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

- Students apply methods and tools of personnel development in different professional contexts in an appropriate, professional and responsible manner.
- They identify the potential of and the limitations to personnel development taking legal, ethical and economic framework conditions into account and adjust them to the objective of creating sustainable success for the company.
- They are able to plan, prepare, organise and implement vocational training in combination with a degree programme ("combined studies and training").
- They explain current personnel development concepts to specific target groups, derive their benefits for companies and employees, assess them critically and (further) develop exemplary personnel development concepts.

Contents

1. Basics of personnel development
 - Terminology, relevance and function, theories and learning concepts, professional design, quality assurance
2. Initial vocational training
 - Terminology, objectives and tasks, relevance, trends, basic forms, legal basis, contents, planning and implementation, the trainer's role (requirements, conflicts)
3. Further training and support
 - Terminology, relevance and function, process and target group appropriate design, methods and tools using select examples

Teaching method

Seminar with exercises, subject-related discussions, discussions in class, examples from practice; applying the contents of the class and gaining a deeper understanding of them by working on problems, simulations, cases from real life and /or case studies in small groups; reflect contents critically, analysis and presentation of results; coaching throughout the module and individual study support.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Portfolio exam (work assignments, term paper & presentation, feedback)	GER

Admission requirements

Pass for HRM Basics (402337)

Reusability

OP

Recommended reading

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

HRM: Collective Labour Law**Module information****Contact: Prof. Dr. Heybrock**

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

Students know the rights and obligations collective labour law defines in connection with terminating employment contracts. They have learned how to design legal correlations and strategies in order to settle disputes in a procedural manner and they are able to communicate with internal and external legal consultants of a company. Students are qualified to solve legal conflicts within a company and in court. This is achieved by strengthening the abilities to think analytically, debate in general and in subject-specific contexts, present contexts in writing and orally, work in a team, to use different sources of expert knowledge systematically and in an adequate manner to solve problems, study skills and media literacy as well as the necessary skills for solving legal cases.

Contents

Termination of employment contracts
 Basics of labour relations at the workplace
 Co-determination bodies
 Co-determination
 Collective bargaining law

Teaching method

Combination of discussion in class, short presentations, group work, case studies and role play

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

HRM: Ergonomics

Module information

Contact: Prof. Dr. Rohrlack

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

- Students learn how systems of work can be designed, introduced and operated so that they can perform the resulting tasks.
- They can understand and present the role ergonomics play for the overall success of a business.

Contents

1. Basic terms of ergonomics
2. The process of ergonomics
3. Human factors and ergonomics
4. Structuring work and tasks
5. Structuring worktime
6. Safety at work
7. Making work more flexible
8. Family-friendly work structure
9. Health Care Management

Teaching method

Discussion in class, work on case studies, company visits

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

HRM: Recruitment

Module information

Contact: Prof. Dr. Rohrlack

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

- Students develop, design and apply recruitment activities in and for companies in a manner that is appropriate for the needs of the companies, professional and responsible.
- They identify the potential of and the limitations to recruitment, taking legal, ethical and economic framework conditions into account and adjust them to the objective of creating sustainable success for the company.
- They define procedures and criteria to plan and apply tools and methods for recruitment and selection and critically compare their benefits and efficiency.

Contents

1. Familiarisation with recruitment and selection
2. Define the need for staff
3. Exploring forms and means of recruitment
4. Improve the level of employer attractiveness
5. Set up and maintain contacts
6. Deciding for a candidate
7. Onboarding for new employees
8. Learning from experience

Teaching method

Seminar with exercises, subject-related discussions, discussions in class, examples from practice; applying the contents of the class and gaining a deeper understanding of them by working on problems, simulations, cases from real life and/or case studies in small groups; reflect contents critically, analysis and presentation of results; coaching throughout the module and individual study support.

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

HRM: Individual Labour Law**Module information****Contact: Prof. Dr. Heybrock**

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

Students know the rights and obligations individual labour law defines in connection with terminating employment contracts. They have learned how to design legal correlations and strategies in order to settle disputes in a procedural manner and they are able to communicate with internal and external legal consultants of a company. Students are qualified to solve legal conflicts within a company and in court. This is achieved by strengthening the abilities to think analytically, debate in general and in subject-specific contexts, present contexts in writing and orally, work in a team, use different sources of expert knowledge systematically and in an adequate manner to solve problems, study skills and media literacy as well as the necessary skills for solving legal cases.

Contents

Understanding legal sources relevant to labour law
 Employment contract regulations
 Deficiencies in performance (*Leistungsstörungen*) in employment contracts
 Termination of employment, different forms
 Protection against (unwarranted) dismissal
 Procedural codes in labour law

Teaching method

Combination of discussion in class, short presentations, group work, case studies and role play

Mode and type of assessment

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

Admission requirements

None

Reusability

OP

Recommended reading

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

HRM: HR Control and Reward Strategies

Module information

Contact: NN

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	HRM

Intended learning outcomes

- Students learn how HR control systems can be designed, introduced and operated so that they can perform the arising tasks.
- They learn how reward strategies can be designed, introduced and operated so that they can perform the arising tasks.
- They can identify and present the connection between HR and the overall success of a business.

Contents

1. Objectives and mediums of HR control
2. HR control and information processes
3. HR control and indicator structure
4. Economic feasibility of HR measures
5. Organisation of HR control
6. Reward strategies: objectives and incentives
7. Distribution criteria and valuation methods
8. Design of reward strategies

Teaching method

Discussion in class and working on exercises

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	GER

Reusability

None

Admission requirements

OP

Recommended reading

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

INT: Strategic Planning and Control

Module information

Contact: Prof. Dr. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	EN	INT

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

English 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.

INT: Logistics & Operations Management

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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 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.

INT: Semester abroad

Module information

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	Winter <input checked="" type="checkbox"/>	24 / 360	540	900	30	EN language of the host country	INT

Intended learning outcomes

Students learn to

- establish themselves in an international environment that is new to them
- work successfully in their subject area in a foreign country
- understand the relevance of cultural differences and take this into account in their decision making
- work on and present projects in multicultural teams in a professional and sound manner
- define their own learning and work objectives and meet them

Contents

Dependant on the modules and classes chosen at the host university. The classes to be completed will be chosen together with the member of teaching staff in charge of the student's major before the start of the semester abroad and documented in a Learning Agreement.

Teaching method

Dependent on the teaching methods defined for the modules taught at the host university.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	OA: Dependent on the form of assessment defined for the modules taught at the host university.	EN language of the host country

Admission requirements

English level B2

Reusability

None

Recommended reading

Information on recommended reading will be provided by the host university.

MIHC: Strategy

Module information

Contact: NN

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	MIHC

Intended learning outcomes

- Students are familiarised with changing structures and the different kinds of management including their objective systems; they use examples to critically reflect developments.
- They understand how individual factors in a business context interact in regard to domain-specific questions and categorise implications for German healthcare enterprises based on academic findings.
- Students are familiar with different strategy approaches and use examples from practice to come up with their own.
- They apply methods and tools from strategic management, particularly to use them for carrying out analyses in a team and interpreting and presenting their results.
- They apply the knowledge they have on the DRG system and discuss strategic considerations resulting from it.
- Students are introduced to assessment criteria for healthcare enterprises, e.g. ratings used in practice, and put them in context of the industry.
- They analyse market trends and deduce consequences and opportunities, for the German health market in particular.

Contents

1. Strategies: Distinction, mission statements, visions and values in health and medical care
2. Planning and implementing strategies, differentiation in particular
3. Industry overview health and medical care: hospitals and related fields (e.g. medical service centres)
4. Strategic management tools and their application in the healthcare industry
5. Valuation of hospitals and other providers of health and medical care
6. The future role of hospitals in the supply of health and medical care (scenarios)

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 60	GER

Admission requirements

OP

Reusability

None

Recommended reading

- Bea FX, Haas J (2013) Strategisches Management. UTB, Stuttgart
- Behar B et al. (2016) Modernes Krankenhausmanagement. Springer, Berlin
- Cosgrove T (2014) The Cleveland Clinic way. Lessons in excellence from one of the world's leading health care organizations. McGraw Hill, Maidenhead

- Ennker J, Pietrowski D (2009) Krankenhausmarketing. Steinkopff, Darmstadt
- Fleßa S (2014) Grundzüge der Krankenhausbetriebslehre. Oldenbourg, Munich
- Ginter P et al. (2013) Strategic management of health care organizations. Jossey-Bass, San Francisco
- Greiling M, Muszynski T (2008) Strategisches Management im Krankenhaus. Kohlhammer, Stuttgart
- Johner C, Haas P (eds.) Praxishandbuch: IT im Gesundheitswesen. Hanser, München:Kap. 3, 5, 19, 26ff.
- Meffert H, Bruhn M (2009) Dienstleistungsmarketing. Grundlagen – Konzepte – Methoden. Gabler, Wiesbaden
- Nürnberg V, Schneider B (2014) Kundenmanagement im Krankenhaus. Springer, Dordrecht
- Papenhoff M, Platzköster C (2010) Marketing für Krankenhäuser und Reha-Kliniken. Springer, Berlin
- Papenhoff M, Schmitz F (2013) BWL für Mediziner im Krankenhaus. Springer, Berlin
<http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10643144>
- Salomonowitz E (2009) Erfolgreiche Organisationsentwicklung im Krankenhaus. Springer, Wien.
<http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10309687>
- Schlüchtermann J (2013) Betriebswirtschaft und Management im Krankenhaus.. MWV, Berlin
- Weimann E, Weimann P (2012) High performance im Krankenhausmanagement. Springer, Berlin
- An extended or updated list of recommended reading will be provided at the beginning of the semester.

MIHC: Legal Basics

Module information

Contact: Prof. Dr. Lehr

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	MIHC

Intended learning outcomes

- The students are familiar with the legal framework of German health and medical care as defined in the Social Insurance Code (SGB V), the Hospital Financing Act (KHG) and the Hospital Remuneration Act (KHEntgG).
- They understand the relevant laws and can apply them to individual cases.
- They are familiar with the particularities that come with the strict rules and provisions that apply for health and medical care.
- Students analyse and assess different possibilities for action always including related fields in their considerations.
- They know different ways of how health and medical care can be run and operated and how they change.
- They assess the relevance of the different jurisdictions in health and medical care.
- They can differentiate between various local and national provisions and reflect on their characteristics based on the existing legal framework when making plans.

Contents

1. Legal basics
2. German Social Insurance Code V and XI
3. German Hospital Financing Act and the Hospital Remuneration Act and relevant provisions
4. Other laws and legal rulings (German Civil Code or labour law)
5. Ways of how health and medical care can be run and operated and how they change
6. Planning

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

MIHC: Process Orientation and Information Management

Module information

Contact: NN

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	MIHC

Intended learning outcomes

- Students understand quality management methods and apply them focussing on processes in health and medical care, in the context of service innovation for example.
- They are introduced to valuation criteria for process management and present them using examples from practice. They do so on the basis of sound academic research skills and they can put the criteria in context with the specifics of the industry.
- They discuss tools for process management, e.g. categories of specific processes in healthcare.
- Students use process management methods to carry out analyses, also working in teams.
- They model processes specific to healthcare and visualise them using software.
- They learn to understand the role information management plays for healthcare enterprises using specific information management for hospitals.
- They understand how individual factors in a business context interact in regard to domain-specific information systems and are familiar with the implications for healthcare enterprises and customers, in regards to patient safety and risk management in particular.

Contents

1. Concepts in health and medical care, in particular quality management concepts relevant for processes
2. Process orientation in health and medical care; guidelines, clinical pathways and similar in particular
3. Process management
4. Analysis and presentation techniques (e.g. EPC)
5. Service engineering using examples from practice
6. Patient safety and risk management
7. Information management: strategic and operative
8. IT support in healthcare – today and tomorrow!

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Presentation and oral exam	GER

Admission requirements

OP

Reusability

None

Recommended reading

- Ertl-Wagner B, Steinbrucker S, Wagner BC (2013) Qualitätsmanagement und Zertifizierung. Praktische Umsetzung in Krankenhäusern, Reha-Kliniken, stationären Pflegeeinrichtungen. Springer, Berlin.
<http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10643139>

- Fischer A (2015) Servicequalität und Patientenzufriedenheit im Krankenhaus. Springer, <http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1044606&lang=de&site=ehost-live>
- Frodl A (2012) Logistik und Qualitätsmanagement im Gesundheitsbetrieb. Gabler, Wiesbaden
- Gadatsch A (2012) Grundkurs Geschäftsprozess-Management. Vieweg, Wiesbaden
- Gadatsch A (2013) IT-gestütztes Prozessmanagement im Gesundheitswesen. Vieweg, Wiesbaden
- Gocke P, Debatin JF (2011) IT im Krankenhaus. MWV, Berlin. <http://site.ebrary.com/lib/zhbflensburg/detail.action?docID=11024686>
- Hellmich C (2010) Modelle für Qualitätsmanagement. In: Qualitätsmanagement und Zertifizierung im Rettungsdienst. Springer, Berlin:147-208
- Gocke P, Debatin JF (2011) IT im Krankenhaus. MWV, Berlin
- Grando M et al. (2015) I.T. for patient empowerment in healthcare. de Gruyter, Boston
- Jehle R et al. (2015) Medizinische Informatik kompakt. de Gruyter, Berlin
- Johner C, Haas P (2009) Praxishandbuch: IT im Gesundheitswesen. Hanser, Munich
- Kleine P, Ennker J (2008) Qualitätsmanagement in der operativen Medizin. Steinkopff, Darmstadt
- Kunhardt H, Dannert E, Porzolt F, Sigle J (2005) Medizinisches Qualitätsmanagement. In: Lehmann TM (ed) Handbuch der medizinischen Informatik. Hanser, Munich
- Salomonowitz E (2009) Erfolgreiche Organisationsentwicklung im Krankenhaus. Springer, Vienna
- Schlegel H (2010) Steuerung der IT im Klinikmanagement. Vieweg, Wiesbaden
- Sens B (2009) Qualitätsmanagement im Gesundheitswesen. In: Johner C, Haas P (eds) Praxishandbuch IT im Gesundheitswesen. Hanser, Munich
- Süß J (2013) Qualitätsmanagement in Klinik und Praxis. In: Kaufmann M (ed) Die Gynäkologie. Springer, Berlin:1085-128
- Winter A et al. (2011) Health Information Systems. Springer, London
- An extended or updated list of recommended reading will be provided at the beginning of the semester.

MIHC: Management control

Module information

Contact: NN

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credits Points (CP)	Language of instruction	Module area
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER/EN	MIHC

Intended learning outcomes

- Students learn to understand the complex interrelations existing in hospitals when viewed as enterprises through different approaches to management control.
- Students use management control methods to carry out analyses, also working in teams.
- Students understand management control methods and apply them focussing on cost accounting, in the context of the DRG system for example.
- They practice methods and tools used for different types of cost accounting.
- Students are introduced to assessment criteria for management control based on academic findings, e.g. parameters used in examples from practice, and put them in context of the industry.
- They understand Diagnosis Related Groups and discuss the pros and cons of this system.
- They understand how individual factors in a business context interact in regard to domain-specific costs questions and categorise implications for healthcare enterprises.
- They analyse domain-specific data, present them using software and interpret them.
- Students know information systems relevant for management control which they can apply in their future work life.

Contents

1. Management control in hospitals (in general and more specific)
2. Strategic control and advanced management accounting
3. Cost types in healthcare enterprises
4. Cost centre and cost unit accounting
5. Parameters
6. Tools, e.g. Balanced scorecard
7. Management control in health and medical care
8. HR control
9. IT tools for management control in hospitals

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 60	GER/EN

Admission requirements

OP

Reusability

None

Recommended reading

- Ennker J, Pietrowski D (2009) Krankenhausmarketing. Steinkopff, Darmstadt: p. 44ff.

- Fleßa S (2014) Grundzüge der Krankenhausbetriebslehre. Oldenbourg, Munich
- Frodl A (2012) Controlling im Gesundheitsbetrieb. Gabler, Wiesbaden
- Hesse S et al. (2014) Innerbetriebliche Leistungsverrechnung im Krankenhaus. Springer, Wiesbaden. <http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10835842>
- Hesse S, Leve J, Goerdeler P, Zapp W (2013) Benchmarking im Krankenhaus. Springer, Wiesbaden. <http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10835869>
- Holzer E, Reich M, Hauke E (eds) (2010) Controlling. Ein Managementinstrument für die erfolgreiche Steuerung von Gesundheitsbetrieben. facultas.wuv, Vienna.
- Keun F, Prott R (2008) Einführung in die Krankenhaus-Kostenrechnung. Gabler, Wiesbaden
- Kröger J (2012) Kosten- und Leistungsrechnung. Eine Einführung für ... [das] Gesundheitswesen. Books on Demand, Norderstedt
- Kraml FM (2013) Ist ein Perinatalzentrum der höchsten Versorgungsstufe (Level I) mit den vom Gesetzgeber geforderten Rahmenbedingungen finanzierbar? Friedrich-Alexander-Universität Erlangen-Nürnberg. https://opus4.kobv.de/opus4-fau/files/3484/Florian_Kraml_Doktorarbeit_2.7.2013_final.pdf
- Kuntz L, Bazan M (2012) Management im Gesundheitswesen. Gabler, Wiesbaden: p. 49ff., 111ff., 263ff.
- Schirmer H (2010) Krankenhaus-Controlling. expert, Renningen
- Schlüchtermann J (2013) Betriebswirtschaft und Management im Krankenhaus. MWV, Berlin: chapter 13. <http://site.ebrary.com/lib/zhbflensburg/docDetail.action?docID=10909044>
- Seelos H (2012) Medizinmanagement. Gabler, Wiesbaden
- Straub S, Sperling M (2010) Controlling und Balanced Scorecard im Krankenhaus. MWV, Berlin
- Zapp W, Oswald J (2009) Controlling-Instrumente für Krankenhäuser. Kohlhammer, Stuttgart.
- An extended or updated list of recommended reading will be provided at the beginning of the semester.

MIHC: Finance**Module information****Contact: Prof. Dr. Lehr**

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	MIHC

Intended learning outcomes

- Students are familiar with the different financing systems in health and medical care and differentiate between the relevant variables.
- They know the basic legal framework (e.g. the DRG system) and apply it
- They understand how different professions and sectors work together and the role the DRG system plays as a learning system. They assess and question how the DRG system and dual financing work.
- Students analyse different funding opportunities as part of dual financing for hospitals and question them.
- They use different calculation methods.
- They are familiar with different institutes and their roles, e.g. the Institut für das Entgeltsystem im Krankenhaus and the Federal Institute for Drugs and Medical Devices.
- They analyse the possibilities to develop the financing of health and medical care further.

Contents

1. Financing in health and medical care
2. Ways of how health and medical care can be run and operated and their differences
3. Finance in hospitals (dual financing)
4. Lump sum financing and financing of investments
5. Financing operating costs through Diagnosis Related Groups (focus)
6. The Hospital Financing Act (KHG) and the Hospital Remuneration Act (KHEntgG)
7. Institutes and their roles (Institut für das Entgeltsystem im Krankenhaus and the Federal Institute for Drugs and Medical Devices)
8. Alternative funding opportunities for healthcare enterprises
9. Funding for resident doctors (and similar)

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Term paper or presentation and oral exam	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

MIHC: Quality Management and Medical Basics

Module information

Contact: Prof. Dr. Lehr

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	MIHC

Intended learning outcomes

- Students know the most relevant QM approaches and their application in the context of the QM certificates and awards most common in Germany.
- They are able to illustrate the differences between these approaches and assess their relevance in application on the basis of legal requirements.
- Students know the changing mechanisms at work in the hospital and health sector, they are especially aware of them in the context of increasing competition, and they apply these mechanisms to varying decision situations on the basis of transparent criteria.
- They apply requirement analysis tools in the hospital sector.
- The students are familiar with the medical basics.
- They analyse and reflect important disease patterns in regards to diagnostics and therapy from a quality perspective.
- The participants of this module are strong communicators and able to present contents to different target groups.

Contents

1. Quality Management and quality assurance: an overview
2. Legal basis, role of the Federal Joint Committee
3. QM philosophies (TQM, Six Sigma) and how they are different from each other
4. Quality certificates (DIN ISO, EFQM, KTQ)
5. Image building and branding in the health sector
6. Tools for requirement analyses (e.g. patient survey)
7. Communication tools (print media, web, quality report)
8. Medical basics

Teaching method

Seminar incl. internal and external talks

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Term paper or presentation and oral exam	GER & EN

Admission requirements

OP

Reusability

None

Recommended reading

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

MKT: Marketing Management

Module information

Contact: Prof. Dr. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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 the digital transformation 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.

MKT: Principles of International Marketing

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	MKT

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 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	GER/EN

Admission requirements

OP

Reusability

Basics from all marketing-oriented modules

Recommended reading

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

MKT: Competition Law

Module information

Contact: Prof. Dr. Geffert

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	MKT

Intended learning outcomes

Entrepreneurial activities always take place within a cultural, economic and legal framework. This becomes particularly relevant in marketing. Students are able to assess the rights and obligations connected to marketing activities on their own. They are able to identify and solve simple legal contexts and problems in this subject area. This includes the ability to communicate with internal and external legal consultants.

Identifying, understanding and solving legal conflicts; subsumption/classification method; conceptualising a legal expert's opinion, identifying legal aspects in marketing lead to an increased in expertise and professional skills, methodology skills, social and personal skills.

Contents

1. Law against unfair competition (UWG) and related laws
2. Trademark rights and other distinctive signs
3. Copyright and neighbouring rights

Teaching method

Lecture with exercises based on cases

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

MKT: Marketing Case Studies

Module information

Contact: Prof. Dr. 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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	MKT

Intended learning outcomes

- The students solve actual business problems from strategic and operative marketing in a structured and systematic manner. They apply academically sound concepts to do so.
- They are presented with problems from business practice and choose appropriate academic concepts to solve these. In addition they apply suitable analysis tools and approaches and explain why they chose them. The result of their work is a coherent overall concept consisting of analysis, planning and control concepts.
- They present their approach to the solution of a given problem in a written form that meets international standards for academic research and writing both in style and in content.

Contents

1. Standards and quality criteria for academic papers in the field of marketing
2. Business case study on the subject of 'strategic marketing and brand positioning'
3. Business case study on the subject of 'launching new products'
4. Business case study on the subject of 'marketing communication'
5. Business case study on the subject of 'digital marketing'
6. Business case study on the subject of 'marketing control'
7. A selection of business case studies on further subjects (varying focus)

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: Written report & presentation in class	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

MKT: Marketing Control

Module information

Contact: Prof. Dr. 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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	MKT

Intended learning outcomes

- Students understand the general role management control plays in supporting the management and the specific role of marketing control when it comes to realising a business management that has a focus on the market as well as on society.
- They are familiar with quantitative and qualitative methods and tools to implement marketing. They can critically assess their usability in actual application contexts and know how to apply them in different industry and problem contexts.
- They approach decision-making situations in marketing management in a structured and analytical manner and in a way that crosses the boundaries between different application contexts and problems.
- They know how digital technologies influence marketing control in regards to the availability of data and its analysis and they are able to create suitable concepts for marketing control.
- They evaluate the results of concrete data, statistics and studies relevant to marketing in regards to their methodological quality and they use the information gained to make sound marketing decisions.

Contents

1. Meaning and relevance of management control and marketing control in particular in a company
2. Parameters and income statements as methodological core concepts to form a sound basis of business decisions
3. Multivariate statistics as a tool for data analysis
4. Using management control tools and methods to help planning and implementing marketing strategies (including digital approaches such as web analytics)
5. Using management control tools and methods to make decisions in the main problem contexts of marketing (e.g. CRM control, brand control, online marketing control)

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	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

MKT: Instruments and Concepts of International Marketing

Module information

Contact: Prof. Dr. 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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	MKT

Intended learning outcomes

- Students find answers to economic, cultural and legal conflict situations in international marketing.
- They find compromises regarding a company's image and financial situation as well as the decision-making processes of the customers. They develop these compromises further in iterations.
- Students continuously work to improve the strategic positioning of the company further.
- They adjust strategies to meet the intercultural parameters and the rules of the international market a company is competing in, thereby maintain the company's international competitiveness.

Contents

The students are able to identify, understand and solve economic, cultural and legal conflict situations.

They analyse the consequences of possible compromises regarding a company's image and financial situation as well as the decision making processes of the customers and make suggestions on how to develop these compromises further in iterations.

They understand how complex it is to adjust the entire marketing mix or parts of it to strategies depending on intercultural market parameters; this knowledge qualifies them to work in an increasingly international field.

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	GER/EN

Admission requirements

OP

Reusability

Basics from all marketing-oriented modules

Recommended reading

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

OSCM: Logistics & Operations Management

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	EN	OSCM

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	OA	Presentation in class & term paper	EN

Admission requirements

OP

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

OSCM: Production Management

Module information

Contact: Prof. Dr. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	EN	PLS

Intended learning outcomes

- Students know the basic functions 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 they 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	OA	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. 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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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 questions from practice 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. 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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	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 the digital transformation 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	OA	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.

OSCM: Law of Procurement, Logistics and Transport

Module information

Contact: Prof. Dr. Geffert

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	PLS

Intended learning outcomes

- Entrepreneurial activities always take place within a cultural, economic and legal framework. This becomes particularly relevant in procurement and logistics. Students are able to assess the rights and obligations connected to procurement and logistics activities on their own. They are able to identify and solve simple legal contexts and problems in this subject area. This includes the ability to communicate with internal and external legal consultants.
- Identifying, understanding and solving legal conflicts; subsumption/classification method; conceptualising a legal expert's opinion, identifying legal aspects in procurement and logistics lead to an increased in expertise and professional skills, methodology skills, social and personal skills.

Contents

1. Warranty and recourse in the value chain
2. Specific rules in e-commerce
3. Specific rules in commercial law
4. Transport law
5. Product liability
6. International sales laws

Teaching method

Lecture with exercises based on cases

Mode and type of assessment

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

Admission requirements

OP

Reusability

None

Recommended reading

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

OSCM: Supply Chain Management

Module information

Contact: Prof. Dr. 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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER	OSCM

Intended learning outcomes

- The students are familiar with the terminology and objectives of SCM and can name them.
- They understand the impact SCM has on the overall business strategy.
- They can analyse how globalisation influences SCM.
- They are able to solve SCM case studies in a structured manner and present their results coherently.

Contents

1. Terminology and objectives of SCM
2. Supply Chain Management and business strategy
3. SCM in times of global value chains
4. Specific factors influencing SCM processes and strategies in different industries
5. Case studies: Operative SCM, SCM strategy, SCM processes, SCM and purchasing

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 test	GER

Admission requirements

OP

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

FAT: Taxation

Module information

Contact: Prof. Dr. Dreyer

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER	FAT

Intended learning outcomes

Students learn to

- make adequate subject-related statements.
- apply legal regulations, even if they are complex.
- solve complex problems in a systematic manner.
- 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 on their own in front of the group.

Contents

1. Profits tax
2. Income tax
3. Corporation tax
4. Business tax
5. Comparison of taxation
6. German fiscal code

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

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.

FAT: Advanced Financial Reporting 1: Individual Financial Statements

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	4/60	90	150	5	GER	FAT

Intended learning outcomes

Students learn to

- make adequate subject-related statements.
- apply legal regulations, even if they are complex.
- solve complex problems in a systematic manner and, in particular, thoroughly explain recognition and measurement of key items on the balance sheet.
- 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 on their own in front of the group.

Contents

1. Financial reporting in accordance with the German Commercial Code [HGB]
2. Financial reporting in accordance with the International Financial Reporting Standards [IFRS]
3. Tax balance sheet legislation

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

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.

FAT: Advanced Management Accounting

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	GER	FAT

Intended learning outcomes

- Students can assess existing cost accounting systems in a correct and adequate manner.
- They analyse complex questions from this subject.
- They find well-founded solutions for subject-related questions and present them on their own or in a team.
- They can assess the role operative management control plays in the context of other areas (IT, external accounting...) and consider this in their suggestions for solutions.
- They familiarize themselves with new topics in the subject area in regards to academic research, analysis and evaluation.

Contents

1. Tasks of advanced management accounting
2. Highly developed cost accounting systems
3. Overhead cost accounting in the system of flexible standard costing
4. Production control
5. Operative sales management
6. Process cost accounting

Teaching method

Combination of different methods (lecture, case studies, exercises, projects and group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	WE 180	GER

Admission requirements

Orientation test, solid basic knowledge of accounting, cost accounting and management control.

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.

FAT: Financial Reporting 2: Group Financial Statements

Module information

Contact: Prof. Dr. Dreyer

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	4/60	90	150	5	GER/EN	FAT

Intended learning outcomes

Students learn 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.

Supplementary modules (SM)

Supplementary modules are always made up of 8 hpw and 10 Credit Points. They are offered in the 4th and 5th semester of the degree programme. Supplementary modules are not designed to offer more in-depth knowledge of the major a student chooses; they aim to expand the students' knowledge in a more horizontal manner.

The range of supplementary modules offered in a semester is not defined in the study and examination regulations. Each semester the Faculty Board agrees on the modules offered for the next semester. Thus, the supplementary modules play an important role in continuously keeping the degree programme up to date.

In the following, the supplementary modules offered at the time this module handbook was created will be listed to give an exemplary overview:

Entrepreneurship & Small and Medium Enterprises

Module information

Contact: Prof. Dr. Ludewig, Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER & EN	SM

Intended learning outcomes

Entrepreneurship

- Students know the most commonly applied methods and approaches start-ups use to generate, further develop and test new business ideas, plans and implementation approaches,
- they can describe them in a meaningful manner,
- they are able to generate, further develop and test new business ideas, plans and implementation approaches,
- they are also able to assess the application of appropriate methods and implement them.

Small and Medium Enterprises

- Students know the definition and characteristics of SME/family-run businesses and apply them,
- they familiarise themselves with entrepreneurial questions and problems related to SME/family-run businesses and analyse them,
- they evaluate different forms and types of succession as well as factors for successful succession,
- they find solutions for decision-making problems arising in the context of succession.

Contents

Entrepreneurship

1. Phase I – Ideation
2. Phase II – Business planning
3. Phase III – Starting up

Small and Medium Enterprises

1. Definition/characteristics of SME/family-run businesses
2. Aspects specific to SME/family-run businesses in business administration
3. Succession

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

OP

Reusability

None

Recommended reading

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

International Market Strategies

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	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.

Innovation Management

Module information

Contact: Prof. Dr. 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
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER/EN	SM

Intended learning outcomes

Students understand, recognise and analyse innovation as a management process affecting a company as a whole. They are acquainted with processes, structures and key actors of innovation management and they can describe and assess their functions and roles. Students acquire knowledge on basic methods and tools of innovation management and apply them. They analyse possibilities to adapt organisational structures and produce approaches for optimization.

Contents

1. Putting innovation and innovation management into context
2. Innovation and its context
3. Innovation of products, processes and services
4. Innovation strategies
5. Creativity and ideation
6. Innovation portfolios
7. Implementing innovation
8. People, culture and organisation in innovation management
9. Effective innovation management and the development of 'innovation capability'

Teaching method

Combination of different forms (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 at the beginning of the semester	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

Methods to Search for and Process Information

Module information

Contact: Prof. Dr. Schurawitzki

Semester of the programme	Duration (semesters)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credits Points (CP)	Language of instruction	Module area
4	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER	SM

Intended learning outcomes

- Students work in teams to solve decision-making problems from practice based on information available and in a structured manner.
- They choose appropriate methods to search for and process information and apply them.
- They carry out individual steps of processes or analyses with supervision.
- They critically debate and analyse content and results both orally and in written form.
- Students work in teams using analyses and solutions from strategic management.

Contents

1. Introduction to the semester project – decision-making problem from practice
2. Analysis of the decision-making situation based on information available – framing
3. Introduction to, application and analysis of quantitative methods of searching and analysing information
4. Introduction to, application and analysis of qualitative methods of searching and analysing information
5. Combining the search for and analysis of information – solving the decision-making problem
6. Implementing the solution

Teaching method

Combination of different methods (e.g. lecture, exercises, presentations, discussions, project and group work)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Group paper & presentation	GER/EN

Admission requirements

OP

Reusability

Basics from the creativity techniques modules

Recommended reading

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

SAP Project

Module information

Contact: Prof. Dr. Syszka

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 <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER	SM

Intended learning outcomes

- Students understand how modern ERP systems (SAP) work and use them in practice.
- They work on a project in an ERP system in a team.
- They find well-founded solutions or take decisions for subject-related questions and present them in a team.
- They define their own learning and work objectives and work on their own and without supervision.
- They familiarize themselves with new projects and present their findings in an academically sound manner.

Contents

1. Introduction

- Presentation of the topics of the project
- Setting up groups (4 students each) and choosing a topic

2. SAP in more depth

- Assigning users, passwords and company codes
- Setting up the system and navigating through it
- Setting up sample companies and structures

3. Project management

- Creating a schedule
- Writing a business concept
- Presenting a business concept
- Implementing (parts of) a business concept using SAP software
- Final presentation
- Handing in the project report

Teaching method

Combination of different forms (discussion in class, coaching for the analysis and preparation of decisions, explanations when using the IT system, 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	GER

Admission requirements

Orientation exam, basic knowledge of SAP

Reusability

None

Recommended reading

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

Current Topics from Accounting and Taxation / International Tax Law

Module information

Contact: Prof. Dr. Dreyer

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	GER	SM

Intended learning outcomes

Students learn to

- make adequate subject-related statements.
- apply legal regulations, even if they are complex.
- solve complex problems in a systematic manner and, in particular, assess cross-border matters.
- define their own learning and work objectives.
- familiarise themselves with new (complex) 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. Introduction: Taxation of international matters
2. Applying methods to avoid/reduce double taxation
 - 2.1. Unilateral methods to avoid double taxation
 - 2.2. Bilateral methods to avoid double taxation
3. International tax law
4. European right
5. Turnover tax in the domestic market
6. Current topics from accounting and taxation

Teaching method

Combination of different methods, lecture, exercises, seminar (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

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.

Business in Africa

Module information

Contact: Prof. Dr. 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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	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. They 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.

Communication in Emerging Markets

Leading international projects. Challenges of intercultural leadership and communication

Module information

Contact: Prof. Dr. 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
5	1	summer <input checked="" type="checkbox"/> winter <input type="checkbox"/>	8/120	180	300	10	GER	SM

Intended learning outcomes

- Students are able to work in a group, even when the group members change, and deliver a task together. They choose appropriate media to present their results and answer the questions of the seminar panel. **(Social skills)**
- The students plan the necessary steps to complete their work/work packages themselves and reflect on their progress and results. They reflect on how they worked as a team by analysing and evaluating the process and arriving at alternative (future) paths. They assess the feasibility of these realisations for their future development, including their professional development. **(Self-sufficiency)**
- The students are able to develop and solve problems applying different methods such as participating in online seminars, using tutorials or a workshop. They are also able to apply their knowledge and skills to solve problems in new and unknown situations. **(Skills)**
- The students know the basics of culture, communication, leadership, conflicts and solving possible conflicts. They are able to analyse actions and patterns of actions for their own culture and compare the results to another culture. **(Knowledge)**
- Students can name the fundamentals for business in Africa. They analyse and assess the characteristics (social, cultural, political and economic factors) that have to be considered for a market entry; they do so using a country from Southern (sub-Saharan) Africa of their own choice. **(Knowledge)**

Contents

- Culture (e.g. term/meaning and models)
- Leadership and communication (e.g. constructivism, transactional analysis, theme-centred interaction, feedback/moderation)
- Conflicts and solving them (e.g. term/meaning, escalation, advice from peers/colleagues, mediation)
- Online seminar, business in Africa
- Project: Project draft/market entry strategy for a product or service in a country in Southern (sub-Saharan) Africa including a proposal

Teaching method:

Seminar and workshop (short keynotes, work in a group and a plenum, discussion/reflection)

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	OA	OA: Written report, presentation in small groups, online class	GER

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.

IT-based 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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	EN	SM

Intended learning outcomes

- Students assess companies as a complex whole in a knowledgeable and proficient manner.
- They find well-founded solutions or take decisions for subject-related questions and present them in a team.
- They define their own learning and work objectives and work on their own and without supervision.
- They understand how modern ERP systems (SAP) work and use them in practice.
- They solve problems using an ERP system on their own.

Contents

Business simulation

1. Taking basic entrepreneurial decisions
2. Creating a simulation of the effects of these decisions using the software *Topsim – General Management 2*
3. Analysis of the results
4. Presentation of the strategies and results

Management control with SAP R/3

1. Foundation of a model company in the SAP system
2. Planning overhead costs, incl. price calculation and plan reconciliation
3. Provision of actual costs
4. Comparing the target and actual performance of cost centres and financial reporting

Teaching method

Combination of different forms (discussion in class, coaching for the analysis and preparation of decisions, explanations when using the IT system, 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

OP, English (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.

Cross-Cultural Management

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
5	1	summer <input type="checkbox"/> winter <input checked="" type="checkbox"/>	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.

Organisation Development

Module information

Contact: Prof. Dr. Rohrlack

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	EN	SM

Intended learning outcomes

- Students are able to give an overview of strategies, approaches and phases of organisation development;
- They can explain how the interaction of conditions in HR and structure affects the development of the organisation and the people working in it and they can deduce consequences for the design of the organisation;
- Students apply methods and tools of organisation development in different professional contexts in an appropriate, professional and responsible manner.
- They identify the potential of and the limitations to how organisations can be designed and developed taking economic, social and ethical as well as legal framework conditions into account and adjust them to the objective of creating sustainable success for the company.
- They explain the factors that influence a successful development of an organisation and its staff and use examples from practice to illustrate their contribution.

Contents

1. Basics (terminology, concepts, theoretical models, causes, strategies)
2. The elements of the system
 - a. Organisations (definition, relevance and function, theoretical concepts and models, phases, elements)
 - b. Environment (mega trends and their impact on an organisational level, the workplace of the future)
 - c. Individuals (meaning, different types of people, how people deal with change)
 - d. Groups/teams (definition, relevance and function for the members of an organisation, roles in a team and development process, tools and methods)
3. Change management (theoretical models, problem and solution-based approaches, solutions/tools/methods)
4. Success factors (approaching matters in a systematic manner, system/holistic thinking and action, leading by example, nonviolent/appreciative communication, dealing with power and dependence/managing conflicts)

Teaching method

Seminar with exercises, subject-related discussions, discussions in class, examples from practice; applying the contents of the class and gaining a deeper understanding of them by working on problems, simulations, cases from real life and /or case studies in small groups; reflect contents critically, analysis and presentation of results; coaching throughout the semester and individual study support.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
BEM	Ex	OA: Portfolio exam (work assignments, term paper & presentation, feedback)	GER

Admission requirements

OP

Reusability

None

Recommended reading

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

Economics: Currency, Banking and Financial Crises

Module information

Contact: Prof. Dr. Kurth

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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	GER	SM

Intended learning outcomes

- The students determine and question the fundamental data of an economy and assess the development of these data in regards to their impact on the instability of economies and on crises.
- They validate reasons for currency crises, crises of individual banks or systematic banking crises, crises on the investment and financial markets.
- They evaluate the influence institutional framework conditions and monetary, fiscal and exchange rate policies have on the markets, the stability of economies and on currency areas in particular.
- They evaluate the monetary policies of the ECB.
- They analyse and discuss current questions on monetary and fiscal market policies.
- They analyse the crisis of the Euro system and other systems.
- They evaluate the monetary integration of Europe and recommend further steps to be taken for the further development of the Euro system.

Contents

1. Basics: Money, loan and currency, exchange rates, exchange rate systems, foreign exchange market, balance of payments
2. Approaches to exchange rate explanation
3. Exchange rate policies: Anchors, objectives, tools
4. International currency systems: from the gold standard to the European economic and monetary union
5. Monetary and fiscal policy in an open economy with fixed and floating exchange rates (Mundell-Fleming)
6. Theory of optimum currency areas (OCA)
7. Credibility and temporal consistency of political decisions
8. Currency crises of different generations, banking and financial crises
9. Information asymmetries and disincentives in the banking system
10. Disincentives in the corporate sector, corporate balance sheets and banking and currency crises
11. Historical crises and the crisis of the Euro system in particular
12. Crises spreading internationally: Contagion and carry-over effects

Teaching method

Lecture with seminar character and case studies

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

Admission requirements

OP

Reusability

None

Recommended reading

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

Start-up Business Game & Mathematical Modelling in Finance

Module information

Contact: Prof. Dr. Erichsen Prof. Dr. 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 <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>	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 and are available on Stud.IP.

Learning how to Digital – Learning More Digitally: Success Factors for a Digital World of Work

Module information

Contact: Prof. Dr. Bartscher

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 <input type="checkbox"/> winter <input checked="" type="checkbox"/>	8/120	180	300	10	GER & EN	SM

Intended learning outcomes

- Students understand the requirements employees have to meet in a digital world of work
- They are familiar with the challenges people can be expected to face in the process of digital transformation
- They are introduced with traditional and agile methods of organisation development are able to identify the requirements processes of (digital) transformation poses for management, staff in managing positions, organisation developers and the individual employees
- They can name and understand the labour market and economic effects of the digital transformation
- They identify central competencies and skills which need to be developed for a digital world of work
- They are able to specify crucial elements for the development of a (digital) culture of learning and gain an overview of purposeful learning areas and how they can be designed (Corporate Learning)
- They create an individual profile of their skills (skill library) and are able to create a skill development plan for themselves
- Amongst other things, this enables the students to help set up the development of a digital culture of learning and the appropriate infrastructure in an organisation. In addition, they make plans for their own career start in the digital world of work in a strategic manner and they examine it critically.

Contents

5. Worlds of work in the present and future: Influencing factors and prognoses
6. Digital agenda, digital transformation and human-machine interaction (HMI)
7. Digital readiness: Levels of analysis and design or impact
8. Strategic workforce/competence planning: Quantitative & qualitative process models
9. Establishing and designing (digital) learning architectures (incl. the development of a culture of learning)
My digital skill profile and my personal development plan for a sustainable professional positioning

Teaching method

Seminar/workshop setting with exercises, reflective discussions in class, case studies, involving professionals, 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	GER

Admission requirements

OP

Reusability

None

Recommended reading

- A list of recommended reading will be provided at the beginning of the semester.
- Study materials used in this module are available on Stud.IP.

Modules to be completed at the end of the studies (ESM):

Internship

Module information

Semester of the programme	Time invested (weeks)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
6	12	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>			540	18		ESM

Intended learning outcomes

Students are expected to gain insights into the technical, business and social aspects of businesses and administrative bodies. They acquire professional qualifications as is best done in an actual work-life environment.

In particular, they gain a realistic perspective on actual tasks of the profession of their choice. They are enabled to assess the feasibility of theoretical concepts. Furthermore, this direct contact with the professional world makes the choice of their future field of employment easier for the prospective graduates. They will also find it easier to transition to professional employment.

Finally, the internship should be regarded as one possible starting point to improve cooperation between employers and the university. A continuous exchange of information and personal contacts can be valuable impulses for both sides.

Contents

The internship is completed in such units and departments closely related to the bachelor's degree programme Business Administration and its majors (cf. [major modules](#)).

Teaching method

Time period of practical work in a company

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	APE	OA: Signed and completed internship agreement After the completion of the internship: Students must hand in internship report and letter of reference or similar document	GER EN

Admission requirements

90 Credit Points

Reusability

None

Bachelor's thesis (thesis and colloquium)

Module information

Semester of the programme	Time invested (weeks)	Offered in	Time in class (hpw/h)	Revision (outside class) (h)	Workload (h)	Credit Points (CP)	Language of instruction	Module area
6	8	summer <input checked="" type="checkbox"/> winter <input checked="" type="checkbox"/>		360	360	12	GER EN	ESM

Intended learning outcomes

The objective of the thesis is for the students to produce a paper about 40 pages long in which they show that they are able to take on a question from their major applying academic methods.

Contents

The bachelor's thesis is made up of a written final thesis and a graded colloquium. As part of the thesis students are expected to fully comprehend a topic and put their thoughts and findings down on paper. The final thesis typically is written in cooperation with a company.

Teaching method

Written copy (CD), abstract for publication in digital form.

Mode and type of assessment

Type of module	Type of assessment	Mode of assessment	Examination language
CM	Ex	Final thesis (8 weeks) and final colloquium (30 mins)	GER EN

Admission requirements

- [Completed internship](#)
- Successful completion of examinations from the 5th semester and coursework from semester 1 to 5

Reusability

None

Other

Usually the topic and the completion of the final thesis are connected to the internship both in terms of content and in terms of time. The time invested to complete the thesis is estimated at about 360 hours of work; this workload equals that of a typical 38.5 hours work week for a period of seven to eight weeks. If the topic of the thesis requires an adjusting of the organisation of the work required and the workload per week (e.g. when significant amounts of time are necessary to acquire data in empirical research), this should be possible. The thesis' supervisor can grant an extension of the completion time to a maximum of 12 weeks or three months this way.

Documentation of changes/updates:

When	Who	What	Where
07 Jun 2019	KvSt	Version control set up	File
14 Jun 2019	Dto.	Deleted class numbers and weighting factors (after consulting Gudrun Dix)	File
11 Sep 2019	Dto.	Added note on the provisional nature on page 1 and deleted explanation on weighting factors	File
1 Nov 2019	Dto.	<ol style="list-style-type: none"> 1. Added the major Management Control to the course plan (majors) 2. New design and bigger font for course plan (all modules) 3. Added English module name for INT module Principles of International Marketing 	File Page 51
2 Mar 2020	Thomas Severin & KvSt	Edited module description "Statistics"	File Page 18
Dto.	Alex. Deseniss & KvSt	Edited module description "Marketing" (incl. adding digital transformation)	File
Dto.	Thorsten Kümper & KvSt	Edited module description "Specific Questions in Management Control"	File Page 41
Dto.	Kay Pfaffenberger & KvSt	Added SM "Communication in Emerging Markets"	File
4 Mar 2020	Volker Looks & KvSt	Updated OSCM modules	File
Dto	KvSt	Editorial changes to contact persons	File
Dto.	KvSt	Included recommendations made by the faculty's <i>Studienausschuss</i> (meeting on 4 Mar 2020)	File
Dto.	Thomas Schmidt & KvSt	Module description "Management Information Systems" Revised page 19	File
12 Mar 2020	KvSt	Revised information on contact persons	File
13 Mar 2020	KvSt	Revised information on contact persons	File
13 Apr 2020	KvSt	Changed module language "Innovation Management"	File Page 77
13 Apr 2021	Welland	Module name "Fundamentals of Corporate Finance Cross-Cultural-Management"; additions to SM	File
24 Sep 2021	Welland	Internship: Admission requirements Credit Points 90	File

			Page 93
25 Oct 2021	Welland	Exchanged Individual and Collective Labour Law Overview	Pages 41 and 44 Pages 8; 35

Last updated: 25 October 2021 [Version_20211025]