

MODULE HANDBOOK

Bachelor of Arts

Bachelor Business Administration (CSE-BABA-01)

180 ECTS Credits

Campus Studies

As of July 23rd, 2026

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1. Semester

Business 101

Module Code: CSEBBAB-01_E

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

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

Module Coordinator

N.A. (Business 101)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Business 101 (CSEBBAB01-01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Business 101

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

Learning Outcomes**Business 101**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Business 101

Course Code: CSEBBAB01-01_E

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

Course Description

Business 101 deals with the basics of general business administration. It provides students with an understanding of the fundamental questions of doing business. In addition, basic organizational approaches of companies are shown. With the successful completion of the course, the students have gained fundamental knowledge in general business administration. This course lays the foundation for the advanced modules in the further course of their studies.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Businesses and their environment
 - 1.1 Concepts of business
 - 1.2 A system of economic relationships
 - 1.3 Business environment
2. Types of business organizations
 - 2.1 Companies in production and service
 - 2.2 Divisions of companies
3. Management and structure of business
 - 3.1 Basics of Business Management
 - 3.2 Functions of organizations, managers and control
 - 3.3 The decision making process
 - 3.4 Organizational structure of business
4. Production of goods and services

- 4.1 Origin and development of the production process
- 4.2 Industrial strategy of business
- 5. Marketing of goods and services
 - 5.1 Goals and types of marketing
 - 5.2 Marketing mix
- 6. Management of labor
 - 6.1 Process of management of labor
 - 6.2 Demand in labor
 - 6.3 Human relations in organizations
- 7. Accounting in business
 - 7.1 Functions and goals of accounting
 - 7.2 Spheres of accounting
 - 7.3 Fundamental principles of accounting

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Introduction to Academic Work for Business and Social Sciences

Module Code: CSEBIAWBSS

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

N.A. (Introduction to Academic Work for Business and Social Sciences)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Introduction to Academic Work for Business and Social Sciences (CSEBIAWBSS01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Case Study

Split Exam

Module Contents

Introduction to Academic Work for Business and Social Sciences

- The Basics of Academic Work
- The Structure and Components of Good Research
- Theoretical Research
- Empirical Research
- Creating Academic Works

Learning Outcomes

Introduction to Academic Work for Business and Social Sciences

On successful completion, students will be able to

- demonstrate an understanding of the basics of academic work, academic standards, and good academic practice.
- examine academic work within business and social sciences.
- assess and correctly cite different types of sources.
- distinguish between different research paradigms, scientific methods, and types of study used in business and social sciences.
- apply approaches to planning, writing, and presenting academic work.
- apply the basic requirements of producing academic work.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business and Management field

Introduction to Academic Work for Business and Social Sciences

Course Code: CSEBIAWBSS01

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

Course Description

In this course, students will learn the basic principles, techniques, and tools of academic work and how to apply them to independently complete written and oral assignments during the course of their studies as well as in their professional lives outside of the university. They will also be able to develop and formulate their arguments in a source-based and informed manner. The characteristics, requirements, standards, and quality criteria of academic work that are especially relevant to the social sciences, such as business, management, and psychology, are presented, and then various empirical methods are discussed. This includes finding the necessary literature, evaluating it, documenting it, and effectively using and applying it. With the help of best practices and clear explanations, students are supported in successfully completing the various forms of academic assignments in the course of their studies.

Course Outcomes

On successful completion, students will be able to

- demonstrate an understanding of the basics of academic work, academic standards, and good academic practice.
- examine academic work within business and social sciences.
- assess and correctly cite different types of sources.
- distinguish between different research paradigms, scientific methods, and types of study used in business and social sciences.
- apply approaches to planning, writing, and presenting academic work.
- apply the basic requirements of producing academic work.

Contents

1. Academic Work as a Compass in a World Full of (Fake) Information
 - 1.1 From Curiosity to Evidence-Based Storytelling
 - 1.2 Anecdotal Evidence versus Scientific Knowledge
 - 1.3 Knowledge Creation in Science
 - 1.4 Scientific Theories, Models, and Research Propositions
2. Working with Sources

- 2.1 Types of Sources
 - 2.2 Differentiating Between Primary and Secondary Sources
 - 2.3 Finding Relevant Sources
 - 2.4 Evaluating Sources
 - 2.5 Managing Sources
3. Research Methods Used in Business and Social Sciences
 - 3.1 Quantitative Research Methods
 - 3.2 Qualitative Research Methods
 - 3.3 Mixed Methods
 - 3.4 Literature Review
 - 3.5 Design Science Approach
4. Inside Academia: The Rules You Need to Know
 - 4.1 The Peer-Review Process
 - 4.2 Criteria of Good Research
 - 4.3 Ethical Approval and Data Anonymization
 - 4.4 Evidence
5. Planning (Your Own) Academic Work
 - 5.1 Finding a Topic or Scientific Problem
 - 5.2 Research Questions and Research Propositions
 - 5.3 Choosing a Research Method
 - 5.4 Analyzing, Arguing, and Critically Reflecting
 - 5.5 Excursus: Preparing your Research Proposal
6. Creating Academic Works
 - 6.1 Academic Writing to tell a Story
 - 6.2 The Structure of an Academic Text
 - 6.3 Citations
 - 6.4 Suitable Language and Style in Academic Writing
 - 6.5 Graphical Representation of Results
7. AI in Academic Works
 - 7.1 AI in a Nutshell
 - 7.2 Inside Academic Journals: Using AI in Research
 - 7.3 Using AI at IU: Academic Policies and Expectations
8. Good to go: Your Academic Checklist

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

- American Psychological Association (APA). (2020). Publication manual of the American Psychological Association (7th ed.). APA.
- Bell, J., & Waters, S. (2018). Doing your research project: A guide for first-time researchers (7th ed.). Open University Press McGraw-Hill Education.
- Edlund, J. E., & Nichols, A. L. (Eds.). (2019). Advanced research methods for the social and behavioral sciences. Cambridge University Press.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

Managerial Economics

Module Code: CSEBBWME_E

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

N.A. (Managerial Economics)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Managerial Economics (CSEBBWME01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Managerial Economics

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

Learning Outcomes**Managerial Economics**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Managerial Economics

Course Code: CSEBBWME01_E

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

Course Description

The source for (almost) all economic questions is the issue of scarcity. Building on this insight, this course considers three central elements. First, an analysis of the interplay between supply and demand on markets is made. Secondly, the course will consider the development of insights into the behaviour of consumers in markets. In a third part, the course will focus on entrepreneurial decisions that depend, among other things, on production technology available and competitive conditions in markets.

These three core elements are taught from an application-oriented standpoint, in which references to (current) challenges of the management of companies are established. The course includes both the examination of economic theories and their application in business practice.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3. Consumer Decisions
 - 3.1 Utility Theory
 - 3.2 Willingness to Pay
 - 3.3 Demand
 - 3.4 Applications
4. Business Decisions I: Full Competition
 - 4.1 Production
 - 4.2 Costs
 - 4.3 Supply
 - 4.4 Applications
5. Business Decisions II: Partial Competition
 - 5.1 Monopoly
 - 5.2 Monopolistic Competition
 - 5.3 Oligopoly
6. Business Decisions III: Game Theory
 - 6.1 Methodology
 - 6.2 Simultaneous Games
 - 6.3 Sequential Games
7. Advanced Microeconomics
 - 7.1 Information Economics
 - 7.2 Behavioural Economics

Literature

Compulsory Reading

Further Reading

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

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Business Mathematics

Module Code: CSEBWMA_E

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

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

Module Coordinator

N.A. (Business Mathematics)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Business Mathematics (CSEBWMA01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Business Mathematics

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

Learning Outcomes**Business Mathematics**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Business Mathematics

Course Code: CSEBWMA01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

- Neill, H., & Johnson, T. (2013). Teach yourself mathematics: A complete introduction. Teach Yourself.
- Sydsæter, K., Hammond, P., Strom, A., & Carvajal, A. (2016). Essential mathematics for economic analysis (5th ed.). Pearson.
- Taylor, R., & Hawkins, S. (2008). Mathematics for economics and business. McGraw-Hill.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Marketing

Module Code: CSEBMAR-02_E

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

N.A. (Marketing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Marketing (CSEBMAR03-02_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents**Marketing**

- Fundamentals of Marketing
- Product Policy Decisions
- Communication Policy Decisions
- Pricing Policy Decisions
- Distribution Policy Decisions
- Basics of Consumer Behavior Research
- Marketing Message
- Purchase Decision Models
- Market Research and Segmentation
- Customer Satisfaction

Learning Outcomes**Marketing**

On successful completion, students will be able to

- outline basic concepts and fundamentals in marketing.
- explain the terms brand management and positioning.
- distinguish between the marketing tools (4 Ps).
- understand the relationship between the marketing mix instruments.
- understand the importance of consumer behavior.
- outline the purchase decision process and the factors influencing this process.
- critically evaluate the topic of customer segmentation.
- comprehend customer satisfaction and customer loyalty.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Marketing & Communication field

Marketing

Course Code: CSEBMAR03-02_E

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

Course Description

The aim of the course is to provide students with the central marketing concepts and terms of operative marketing. They will gain an insight into the different approaches of marketing in the company and become familiar with the management of products and brands as well as with the concept of positioning in the market. The course teaches students the basic tools of marketing using the marketing mix instruments. The four elements of the marketing mix will be discussed in detail, i.e., product, communication, pricing and distribution policy decisions. The relationship and interaction of the individual elements will be illustrated by company cases. The students learn that the success of a product depends on a consistent and consequent implementation of the single elements in operative marketing. Furthermore, the course encourages a deeper understanding of consumer behavior. Students will learn the basic concepts of consumer behavior research. The course explores different purchase decision models and examines the factors of conditioning, information processing and effects of emotions that significantly influence purchase decisions. Again, real-world examples are used to link theory and practice. The topic of market segmentation will be explored in detail in the context of market research. Here, students become familiar with the most important instruments and methods. Other important topics of marketing are customer satisfaction and customer loyalty, which are closely related. Customer expectations and various measures for customer loyalty will be presented and further analyzed.

Course Outcomes

On successful completion, students will be able to

- outline basic concepts and fundamentals in marketing.
- explain the terms brand management and positioning.
- distinguish between the marketing tools (4 Ps).
- understand the relationship between the marketing mix instruments.
- understand the importance of consumer behavior.
- outline the purchase decision process and the factors influencing this process.
- critically evaluate the topic of customer segmentation.
- comprehend customer satisfaction and customer loyalty.

Contents

1. Basic Concepts of Marketing
 - 1.1 Central Terminology
 - 1.2 Brand Management, Positioning and Competitive Strategies

- 1.3 Marketing Management
- 2. Product Policy Decisions
 - 2.1 Terms of Product Policy Decisions
 - 2.2 Application Dimensions of Product Policy Decisions
 - 2.3 Innovation Management
- 3. Communication Policy Decisions
 - 3.1 Integrated Marketing Communications
 - 3.2 Communication Tools
- 4. Pricing Policy Decisions
 - 4.1 Positioning of Pricing Policy Decisions in Marketing
 - 4.2 Pricing Strategies
 - 4.3 Price Determination and Conditioning
- 5. Distribution Policy Decisions
 - 5.1 Basic Concepts of Distribution Policy Decisions
 - 5.2 Vertical Design of the Distribution System
 - 5.3 Horizontal Design of the Distribution System
- 6. Basic Approaches of Consumer Behavior Research
 - 6.1 Relevance and Terms of Consumer Behavior Research
 - 6.2 Private and Professional Consumers
 - 6.3 Theoretical Foundations
- 7. Consumers and the Marketing Message
 - 7.1 Activating Processes
 - 7.2 Cognitive Processes
 - 7.3 Environmental Moderators
- 8. Purchase Decision Models
 - 8.1 The Purchase Decision Process
 - 8.2 Types of Purchase Decisions
 - 8.3 Theories of Purchase Decisions
- 9. Market Research and Segmentation
 - 9.1 Relevance and Terms of Market Research
 - 9.2 Methods and Instruments of Market Research

9.3 Segmentation Methods

10. Customer Satisfaction

10.1 Relevance and Concept of Customer Satisfaction

10.2 Customer Loyalty

10.3 Relationship Marketing

Literature

Compulsory Reading

Further Reading

- Blythe, J. (2006): Essentials of Marketing Communications. 3rd edition, Prentice Hall, Upper Saddle River (NJ).
- Blythe, J. (2012): Essentials of Marketing. 5th edition, Pearson, London.
- Egan, J. (2015): Marketing Communications. 2nd edition, SAGE, Thousand Oaks (CA).
- Kotler, P./Keller, K.L./Chernev, A.(2021): Marketing Management. 16th edition, Pearson, London.
- Simon, H./Fassnacht, M. (2019): Price Management. Strategy, Analysis, Decision, Implementation. 4th edition, Springer Gabler, Heidelberg.
- Babin, B. J./Harris, E. G. (2015): Consumer Behavior. 7th edition, South-Western/Cengage, Boston.
- Hoyer, W.D./MacInnis, D.J./Pieters, R. (2018): Consumer Behavior. 7th edition. Cengage Learning.
- Sethna, Z./Blythe, J. (2016): Consumer Behavior. 3rd edition, SAGE, Thousand Oaks (CA).
- Solomon, M. R. (2014): Consumer Behavior. Buying, Having, and Being. 11th edition, Prentice Hall, Upper Saddle River (NJ).

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Project: Agile Project Management

Module Code: CSEBCSAPM

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

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

Module Coordinator

N.A. (Project: Agile Project Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Agile Project Management (CSEBCSAPM01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Project Report

Split Exam

Module Contents

Project: Agile Project Management

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

Learning Outcomes**Project: Agile Project Management**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Project: Agile Project Management

Course Code: CSEBCSAPM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Apress. Agile Alliance (2021). Subway Map to Agile Practices.
- Beck, K. et al. (2001). Manifesto for Agile Software Development.

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

2. Semester

Sustainability

Module Code: CSEBBAS-01_E

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

N.A. (Sustainability)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Sustainability (CSEBBAS01-01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Sustainability

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

Learning Outcomes**Sustainability**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

This module is similar to other modules in the field of Quality & Sustainability Management

Links to other Study Programs of the University

All Bachelor Programmes in the Management field

Sustainability

Course Code: CSEBBAS01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

4. Technical Aspects of Sustainability
 - 4.1 Life Cycle Assessment
 - 4.2 Research and Product Development
 - 4.3 Product-Service System Design
5. Sustainability Reporting
 - 5.1 Evolution of Sustainability Reporting
 - 5.2 Global Reporting Initiative
 - 5.3 Greenhouse Gas Protocol
6. Examples of Corporate Sustainability Management Programs
 - 6.1 Case 1: Patagonia
 - 6.2 Case 2: Easee
 - 6.3 Case 3: Island Grower Caribbean

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Statistics

Module Code: CSEBSTA-01_E

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

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

Module Coordinator

N.A. (Statistics)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Statistics (CSEBSTA01-01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Statistics

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

Learning Outcomes**Statistics**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Statistics

Course Code: CSEBSTA01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading**Further Reading**

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Accounting and Balancing

Module Code: CSEBEPEAB

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

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

Module Coordinator

N.A. (Accounting and Balancing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Accounting and Balancing (CSEBEPEAB01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Accounting and Balancing

- Balance Sheet, Income Statement, Statement of Cash Flows
- IFRS Financial Statement of Small and Medium Sized Entities
- Recognition and Measurement Rules for IFRS Financial Reports
- Accounting Equation and Ratio Analysis
- Accrual Basis of Accounting and Revenue Recognition Rules
- Debt and Equity Financing of The Firm

Learning Outcomes**Accounting and Balancing**

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Accounting and Balancing

Course Code: CSEBEPEAB01

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

Course Description

The knowledge obtained in this class will provide you with an important set of tools that are vital for anyone who will be expected to use financial statements in a meaningful way, and make key managerial decisions particularly with respect to the start-up of an enterprise. Procedural aspects of financial accounting will be discussed in order to enhance your understanding of the content of the financial statements. However, the emphasis of the class is on analyzing the financial condition of an operating company and to make recommendations to the management for improvements.

Course Outcomes

On successful completion, students will be able to

- explain how business activities are captured by financial statements and prepare financial statements from these business events.
- understand the objectives of financial reporting, analyze financial statements, compute key ratios.
- compare and contrast the objectives, characteristics and principles of IFRS reporting in an international context and compare them to national accounting principles (HGB).
- describe IFRS standards as they relate to the recognition, measurement, presentation and disclosure requirements in general purpose financial statements.
- apply accounting knowledge to solve business problems and make informed business decisions.

Contents

1. Financial Accounting as Information Source
 - 1.1 Business activities and the role of accounting
 - 1.2 Basic financial statements
 - 1.3 Key ratios
2. General Accounting Principles
 - 2.1 Conceptual Framework under IFRS
 - 2.2 IFRS for SMEs
 - 2.3 BilMog and HGB in Germany

3. Measuring Performance: Income Statement and Statement of Cash Flow
 - 3.1 Accrual accounting
 - 3.2 Income statement
 - 3.3 Statement of cash flow
 - 3.4 Revenue recognition
4. Reporting and Analysing Assets: Balance Sheet
 - 4.1 Definition of Assets
 - 4.2 Inventory
 - 4.3 Property, plant & equipment
 - 4.4 Intangible assets
5. Reporting and Analysing Liabilities and Equity: Balance Sheet
 - 5.1 Definition of Liabilities and Equity
 - 5.2 Accounting for debt financing
 - 5.3 Accounting for contributed and earned capital
6. Financial Statement Analysis
 - 6.1 Horizontal and vertical Ratio Analysis
 - 6.2 Analysing profitability, liquidity, and solvency
 - 6.3 Using Accounting Information in Valuation
7. Accounting Illustrated – case study
 - 7.1 Application of Accounting principles
 - 7.2 Analysis of Accounting Information
 - 7.3 Recommendations based on Accounting Information

Literature

Compulsory Reading

Further Reading

- Harrison, Walter T., et al. (2017): Financial Accounting. Global Edition, Pearson Education Limited.
- Stittle, John, and Robert T Wearing (2008): Financial Accounting. SAGE Publications.
- Van, Horne, J., et al. (2008): Fundamentals of Financial Management. Pearson Education, Limited.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Leadership 4.0

Module Code: CSEBWPLS_E

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

N.A. (Leadership 4.0)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Leadership 4.0 (CSEBWPLS01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Leadership 4.0

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

Learning Outcomes**Leadership 4.0**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Leadership 4.0

Course Code: CSEBWPLS01_E

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

Course Description

Today, competitiveness depends more than ever on continuous innovation. This puts new demands on the management of companies. The task of successful leaders in innovation and business is no longer to offer direction and solutions, but to create a framework in which others develop innovations. This change, which is currently taking place with full force in companies, requires further developments on classic leadership concepts and its principles.

Against the background of digital change and the advance of artificial intelligence, established business models are constantly being put to the test. On the one hand, it is important to work on several projects simultaneously and to adapt flexibly to changing conditions at any time; on the other hand, employees want to be integrated into the work process in a different way. Consideration and flexibility for their personal and family situation play an increasing role. Innovation and business leaders can only meet all these diverse challenges with Leadership by inspiring others to think ahead and act inter-divisionally, in other words, to be visionary. This course tries to convey knowledge, understanding and tools for this challenging field of work.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

- 2.1 Distinctions between these Concepts
- 2.2 Relevance of Leadership in the Context of Technological Change
- 2.3 New Forms of Work as a Challenge for Leadership 4.0
- 3. Organizational Prerequisites for Successful Leadership
 - 3.1 Launching Corporate Governance Initiatives
 - 3.2 From Process to Project Management
 - 3.3 Managing Limited Resources
- 4. Personal Factors for Successful Leadership
 - 4.1 Personal Characteristics
 - 4.2 Technological Know-how
 - 4.3 Policy and Compliance
- 5. Management Tools
 - 5.1 Definition, Differentiation and Challenges
 - 5.2 Use of Direct Management Tools
 - 5.3 Use of Indirect Management Tools
- 6. Leadership 4.0 Models
 - 6.1 Transformational Leadership
 - 6.2 Leadership as an Agile Role
 - 6.3 Authentic Leadership
- 7. Leadership 4.0 Case Studies
 - 7.1 Allsafe Jungfalk
 - 7.2 Automattic

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Principles of Management

Module Code: CSEBBAPM_E

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

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

Module Coordinator

N.A. (Principles of Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Principles of Management (CSEBBAPM01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Case Study

Split Exam

Module Contents

Principles of Management

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

Learning Outcomes**Principles of Management**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Principles of Management

Course Code: CSEBBAPM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

4. Strategic Planning
 - 4.1 Strategic Management
 - 4.2 The Strategic Management Process
 - 4.3 Corporate Strategies
 - 4.4 Competitive Strategies
5. Organizing
 - 5.1 Organizational Structures and Design
 - 5.2 Organizational Change
 - 5.3 Managing Change
6. Leading
 - 6.1 Interpersonal and Organizational Communication
 - 6.2 Organizational Behavior
 - 6.3 Leadership
7. Controlling
 - 7.1 The Control Process
 - 7.2 Tools for Measuring Organizational Performance

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

Project: Corporate Social Responsibility

Module Code: CSEBPRMWNC SR1_E

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

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

Module Coordinator

N.A. (Project: Corporate Social Responsibility)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Corporate Social Responsibility (CSEBPRMWNC SR01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Project Report

Split Exam

Module Contents

Project: Corporate Social Responsibility

Students learn the fundamentals and operational concepts of sustainability management, quality management, and corporate social responsibility, and will be able to make well-founded contributions to their implementation in practice. The significance of these topics as part of entrepreneurial responsibility is examined, including from the perspective of personal, corporate, and societal responsibility.

Learning Outcomes**Project: Corporate Social Responsibility**

On successful completion, students will be able to

- analyze and evaluate the evolving role of business both as an actor and as a contributor to sustainable development.
- reflect on their own behavior as part of the international economic community, including fundamental ethical questions and the consequences for society.
- independently develop a project that examines specific topics related to corporate social responsibility in detail.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Quality and Sustainability Management

Links to other Study Programs of the University

All Bachelor Programs in the Management field

Project: Corporate Social Responsibility

Course Code: CSEBPRMWNC SR01_E

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

Course Description

The course introduces the concept of Corporate Social Responsibility (CSR), i.e., responsible corporate behavior that extends beyond the core business activities. Students are expected to engage with the topic in a practical, application-oriented manner. Based on a specific issue within this field, students will carry out a project and produce a project report, in which they document the progress of the project from its initial definition to its completion.

Course Outcomes

On successful completion, students will be able to

- analyze and evaluate the evolving role of business both as an actor and as a contributor to sustainable development.
- reflect on their own behavior as part of the international economic community, including fundamental ethical questions and the consequences for society.
- independently develop a project that examines specific topics related to corporate social responsibility in detail.

Contents

- The term Corporate Social Responsibility (CSR) describes the voluntary contribution of businesses to sustainable development that goes beyond legal requirements. CSR encompasses responsible corporate conduct in core business activities, ecological considerations, relationships with employees, and engagement with the company's stakeholders. Students gain an understanding of CSR and its increasing relevance. They learn how to design and implement appropriate strategies as well as how to support the development and introduction of sustainable processes and products. To this end, they apply knowledge from the fields of business ethics, CSR and sustainability management, and communication.

Literature

Compulsory Reading

Further Reading

- Blowfield, M., & Murray, A. (2019). Corporate Social Responsibility (4th ed.). Oxford University Press.

- Dathe, T., Dathe, R., Dathe, I., & Helmold, M. (2022). Corporate Social Responsibility (CSR), Sustainability and Environmental Social Governance (ESG) : Approaches to Ethical Management. Springer Verlag.
- Maheshwari, M., Gupta, A.K., Gaur, P., Tiwari, N., & Goyal, S. (2024). Corporate Social Responsibility in the Global Business World : A Conceptual, Regulatory, and Illustrative Framework. Apple Academic Press Inc.
- Orlando, B. (2022). Corporate Social Responsibility. IntechOpen.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

3. Semester

Corporate Finance and Investment

Module Code: CSEBCFIE

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

N.A. (Corporate Finance and Investment)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Corporate Finance and Investment (CSEBCFIE01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Written Assignment

Split Exam

Module Contents

Corporate Finance and Investment

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

Learning Outcomes

Corporate Finance and Investment

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business & Management fields

Corporate Finance and Investment

Course Code: CSEBCFIE01

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

Course Description

This course introduces students to the targets and scope of corporate finance and the role of financial markets. The separation of ownership and control is a constituent feature of corporations; students explore the resulting agency problems and the mechanisms available to mitigate the costs of agency relationships.

Students will be introduced to fundamentals of theory and practice regarding principles of modern corporate finance. They will learn to read and analyze financial statements from a financing point of view and develop a detailed understanding of concepts such as the time value of money, interest rates, and cost of capital.

After introducing basic concepts, equity and debt financing will be discussed at length. The financial leverage effect on rates of return will be explored and leasing and hybrid financial instruments as an alternative to pure equity and debt financing are presented. Students will study how corporations apply short-term measures of financing and how effective cash and working capital management is used to reduce short-term financing needs and costs.

This course will conclude with a discussion on the investment processes of corporations with a particular focus on the challenge of estimating expected cash flows. Students will learn how to include risk as a factor in the decision process and be able to analyse applied investment rules and methodologies.

Course Outcomes

On successful completion, students will be able to

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

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

Contents

1. Introduction to Corporate Finance
 - 1.1 The Targets and Scope of Corporate Finance
 - 1.2 The Role of a Financial Manager
 - 1.3 The Financial Market Environment
2. Ownership and Corporate Governance
 - 2.1 Legal Types of Firms
 - 2.2 Agency Relations and Agency Problems in Corporations
 - 2.3 Institutional Investors, Incentives, and Market Control Mechanisms
3. Understanding Financial Statements and Key Performance Indicators
 - 3.1 Balance Sheets
 - 3.2 Income Statements
 - 3.3 Cash Flow Statements
 - 3.4 Measuring Performance: Key Performance Indicators
4. Basic Concepts of Financial Theory
 - 4.1 Time Value of Money and Cash Flow Streams
 - 4.2 Interest Rates: Determinants and Quotes
 - 4.3 Estimating the Cost of Capital
5. Types of Capital and Financing
 - 5.1 Equity Capital
 - 5.2 Debt Financing
 - 5.3 Leasing
 - 5.4 Financial Leverage and Capital Structure
6. Short-Term Financing Decisions
 - 6.1 Cash Budgets and Short-Term Financial Plans
 - 6.2 Treasury and Cash Management
 - 6.3 Working Capital Management
7. Capital Budgeting and Decision-Making Methods in Investment
 - 7.1 Capital Budgeting and Investments
 - 7.2 Incorporating Risk in Capital Budgeting Decisions

7.3 Investment Rules and Decision-Making Methods

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

Corporate Planning and Control

Module Code: CSEBPUE-01_E

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

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

Module Coordinator

N.A. (Corporate Planning and Control)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Corporate Planning and Control (CSEBPUE01-01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Corporate Planning and Control

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

Learning Outcomes**Corporate Planning and Control**

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Corporate Planning and Control

Course Code: CSEBPUE01-01_E

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

Course Description

Planning and control are central elements for the management of a company. The students learn about the connection between planning and control at the strategic and operational level of a company and the role of budgeting. They learn how the planning and control system of a company can be designed in terms of structure and process and what the benefits and limitations of planning and control are. Students will learn about the procedure of strategic and operational planning and control. They will also learn to apply basic approaches, instruments and methods and to critically observe processes. In the context of operational planning and control, special attention is paid to the tasks and principles of budgeting and their implementation. In the context of a case study, the consolidation of various planning results into a financial model of a company is demonstrated.

Course Outcomes

On successful completion, students will be able to

- understand the connection between planning and control at the strategic and operational level of a company,
- understand the strategic and operational planning process and make necessary decisions,
- apply and critically evaluate basic approaches, instruments and methods of planning in the strategic and operational planning process,
- evaluate different types and approaches to budgeting,
- merge planning results into a financial model of a company.

Contents

1. Basics of planning, budgeting and control
 - 1.1 Relationship and functions of planning and control
 - 1.2 Systematization of characteristics of planning and classification subsumption of budgeting
 - 1.3 Systematization of control characteristics
2. Planning and control system
 - 2.1 General structure
 - 2.2 Planning and control bodies
 - 2.3 Planning and control process

- 2.4 Limits and benefits
- 3. Strategic planning and control
 - 3.1 Fundamentals and process of strategic planning and control
 - 3.2 Strategic Analysis
 - 3.3 Strategy evaluation and selection
 - 3.4 Strategy implementation
- 4. Operational planning and control - basics
 - 4.1 Basics and process of operational planning and control
 - 4.2 Functional planning areas
 - 4.3 Formal target planning
- 5. Operational planning and control - Budgeting
 - 5.1 Tasks and principles of budgeting
 - 5.2 Budgeting system
 - 5.3 Newer budgeting approaches
- 6. Case Study
 - 6.1 Introduction
 - 6.2 Data collection and assumptions
 - 6.3 Modeling

Literature

Compulsory Reading

Further Reading

- Argenti, J. (2018). Corporate planning: A practical guide. Routledge.
- Merchant, K., & Van der Stede, W. A. (2017). Management control systems (4th ed.). Pearson.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

International HR Management

Module Code: CSEBINTIHR_E

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

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

Module Coordinator

N.A. (International HR Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- International HR Management (CSEBINTIHR01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Case Study

Split Exam

Module Contents

International HR Management

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

Learning Outcomes**International HR Management**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Human Resources field

International HR Management

Course Code: CSEBINTIHR01_E

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

Course Description

The aim is to provide a bird's eye view of special features, opportunities, risks and challenges in both country-specific and cross-national human resources management. To this end, the concept of culture will be discussed and different ways of looking at culture will be debated. On this basis, the course tackles country-specific personnel management with its respective peculiarities. This is followed by a discussion on the transnational personnel management of Multinational Corporations (MNCs). Building on this, the topics of international staff deployment, secondments and the influence of host countries on the management process of MNCs and their foreign subsidiaries will be addressed. A discussion on special features of human resources management in cross-border mergers and acquisitions rounds up this part of the course. In a second thematic approach, the course looks at the requirements for the development of transnational managers in MNCs and discusses measures such as secondment and ongoing training. Finally, the introduced models and concepts will be applied to two example regions in Asia (Japan/Taiwan and China/Vietnam) and the USA.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Culture and Intercultural Perspectives
 - 1.1 Positivist View
 - 1.2 Interpretative View
 - 1.3 Critical View
2. Comparative Human Resources

- 2.1 Globalisation and its Effects on Human Resources Management
- 2.2 Contextual Effects
- 2.3 Requirements
3. Multinational Companies and International HR Models
 - 3.1 Challenges in Multinational Corporations
 - 3.2 Resolution Methods
 - 3.3 International HR Models
4. International Personnel Deployment
 - 4.1 International Personnel Planning
 - 4.2 Reasons for Deployments and Job Rotation
 - 4.3 Selection of Expatriates
 - 4.4 Success Determinants
5. International Missions and Host Countries
 - 5.1 Variance in Environmental Variables
 - 5.2 Host Country Effects for Multinational Corporations
 - 5.3 HRM in Cross-Border Mergers and Acquisitions
 - 5.4 Integration
6. Development of International Managers
 - 6.1 Personnel Development in an International Context
 - 6.2 Preparation, Support and Reintegration of Expatriates
7. Application in Sample Markets
 - 7.1 Asia: Japan and Taiwan
 - 7.2 Asia: China and Vietnam
 - 7.3 USA
 - 7.4 European Countries

Literature

Compulsory Reading

Further Reading

- Brewster, C., Mayrhofer, W., & Farndale, E. (2017). Handbook of research on comparative human resource management (2nd ed.). Edward Elgar Publishing.
- Dowling, P. J., Festing, M., & Engle, A. D. (2017). International human resource management (7th ed.). Cengage Learning.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study 94 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

Project: Economic Policy

Module Code: CSEBBWPWP_E

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

N.A. (Project: Economic Policy)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Economic Policy (CSEBBWPWP01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Project Report

Split Exam

Module Contents

Project: Economic Policy

The module provides knowledge of the objectives, instruments, and stakeholders of economic policy measures across various policy areas. Students will learn to classify economic policy measures and analyze their mechanisms of action.

Learning Outcomes

Project: Economic Policy

On successful completion, students will be able to

- identify general interrelations in national economic processes.
- derive the objectives of government action and classify fields of economic policy intervention.
- systematize specific goals, instruments, and stakeholders of governmental economic policy.
- evaluate the mechanisms and effects of various economic policy measures.
- analyze current challenges of economic policy.
- describe a self-chosen economic policy topic on a scientifically sound basis and apply it to practice using a real-world case.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Economic Policy

Course Code: CSEBBWPWP01_E

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

Course Description

The course provides students with a systematic understanding of the prerequisites, possibilities, and consequences of economic policy decisions. Building on an advanced knowledge of the objectives and stakeholders in both national and international economic policy, students will become familiar with the tools of economic policy, learn to assess the conditions for their effectiveness, and derive and evaluate the consequences of economic policy actions. Through case studies theoretical knowledge is applied to current economic policy decision-making situations. Finally, students will select a case of their choice to apply economic policy theory in practice and develop policy solutions and recommendations for action.

Course Outcomes

On successful completion, students will be able to

- identify general interrelations in national economic processes.
- derive the objectives of government action and classify fields of economic policy intervention.
- systematize specific goals, instruments, and stakeholders of governmental economic policy.
- evaluate the mechanisms and effects of various economic policy measures.
- analyze current challenges of economic policy.
- describe a self-chosen economic policy topic on a scientifically sound basis and apply it to practice using a real-world case.

Contents

- Based on the recommended literature, students acquire fundamental knowledge of various areas of economic policy. Through further independent literature research and analysis, they deepen their understanding of the specific objectives, instruments, and key stakeholders in the respective areas and learn to critically evaluate economic policy measures. Subsequently, students select a practical case from the fields of competition policy, allocation policy, fiscal policy, monetary policy, growth policy, stabilization policy, or social policy. As part of their assessment, they describe and analyze the selected case considering the theoretical concepts acquired, following the principles of academic work. Building on this, they develop their own economic policy solutions and recommendations for action for the chosen practical case.

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

- Blanchard, O. (2023). Fiscal Policy under Low Interest Rates. MIT Press.
- Campante, F., Sturzenegger, F., & Velasco, A. (2024). Advanced Macroeconomics. An Easy Guide. LSE Press.
- Yoshizawa, H. (2021). European Union Competition Policy versus Industrial Competitiveness. Stringent Regulation and its External Implications. Routledge.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

Intercultural Management

Module Code: DLBLOIM_E

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

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

Module Coordinator

Magda Sylwestrowicz (Intercultural Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Intercultural Management (DLBLOIM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Module Contents

Intercultural Management

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

Learning Outcomes**Intercultural Management**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Intercultural Management

Course Code: DLBLOIM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Global Corporations and Globalization

Module Code: DLBINTGUG_E

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

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

Module Coordinator

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

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Global Corporations and Globalization (DLBLOGC101_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Global Corporations and Globalization

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

Learning Outcomes

Global Corporations and Globalization

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Global Corporations and Globalization

Course Code: DLBLOGC101_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Artificial Intelligence

Module Code: DLBDSEAIS1-01

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

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

Module Coordinator

Prof. Dr. Kristina Schaaff (Artificial Intelligence)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Artificial Intelligence (DLBDSEAIS01-01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Artificial Intelligence

- History of AI
- Modern AI Systems
- Reinforcement Learning
- Natural Language Processing (NLP)
- Computer Vision

Learning Outcomes**Artificial Intelligence**

On successful completion, students will be able to

- chart the historical developments in artificial intelligence.
- understand the approach of contemporary AI systems.
- comprehend the concepts behind reinforcement learning.
- analyze natural language using basic NLP techniques.
- scrutinize images and their contents.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Artificial Intelligence

Course Code: DLBDSEAIS01-01

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

Course Description

The quest for artificial intelligence (AI) has captured humanity's interest for many decades and has been an active research area since the 1960s. This course will give a detailed overview of the historical developments, successes, and set-backs in AI, as well as modern approaches in the development of artificial intelligence such as generative AI. The course gives an introduction to reinforcement learning, a process similar to how humans and animals experience the world: exploring the environment and inferring the best course of action. The course also covers the principles of natural language processing and computer vision, both of which are key ingredients for an artificial intelligence to be able to interact with its environment.

Course Outcomes

On successful completion, students will be able to

- chart the historical developments in artificial intelligence.
- understand the approach of contemporary AI systems.
- comprehend the concepts behind reinforcement learning.
- analyze natural language using basic NLP techniques.
- scrutinize images and their contents.

Contents

1. History of AI
 - 1.1 Historical Developments
 - 1.2 AI Winter
 - 1.3 Expert Systems
 - 1.4 Notable Advances
2. Modern AI Systems
 - 2.1 Narrow versus General AI
 - 2.2 Application Areas
3. Reinforcement Learning
 - 3.1 What is Reinforcement Learning?
 - 3.2 Markov Chains and Value Function

3.3 Temporal-Difference and Q Learning

4. Natural Language Processing (NLP)

4.1 Introduction to NLP and Application Areas

4.2 Basic NLP Techniques

4.3 Vectorizing Data

4.4 Advanced NLP Models

5. Computer Vision

5.1 Introduction to Computer Vision

5.2 Image Representation and Geometry

5.3 Feature Engineering

5.4 Semantic Segmentation

5.5 Advanced Image Generation Techniques

Literature

Compulsory Reading

Further Reading

- Bear, M. F., Barry, W. S., & Paradiso, M. A. (2020). Neuroscience: Exploring the brain (4th ed.). Lippincott Williams & Wilkins.
- Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep learning. MIT Press.
- Grus, J. (2019). Data science from scratch: First principles with Python. O'Reilly.
- Jurafsky, D., & Martin, J. H. (2022). Speech and language processing (3rd ed.). Prentice Hall.
- Morris, M. R., Sohl-Dickstein, J., Fiedel, N., Warkentin, T., Dafoe, A., Faust, A., Farabet, C., & Legg, S. (2024). Proceedings of the 41st International Conference on Machine Learning. PMLR, 235, 36308–36321.
- Russell, S. J., & Norvig, P. (2022). Artificial intelligence: A modern approach (4th ed., global ed.). Pearson.
- Sutton, R. S., & Barto, A. G. (2018). Reinforcement learning: An introduction (2nd ed.). Adaptive Computation and Machine Learning. MIT Press.
- Szeliski, R. (2022). Computer vision: Algorithms and applications (2nd ed.). Texts in Computer Science. Springer.
- Vaswani, A., Shazeer, N., Parmar, N., Uszkoreit, J., Jones, L., Gomez, A. N., Kaiser, Ł., & Polosukhin, I. (2017). Attention is all you need. Advances in Neural Information Processing Systems, 30. Curran Associates, Inc.

Study Format Distance Learning

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

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

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

Project: AI Fluency - Introduction to Generative AI

Module Code: DLBPKIEKPT1-01_E

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

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

Module Coordinator

Prof. Dr. Thosten Fröhlich (Project: AI Fluency - Introduction to Generative AI)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: AI Fluency - Introduction to Generative AI (DLBPKIEKPT01-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Portfolio

Split Exam

Module Contents

Project: AI Fluency - Introduction to Generative AI

The course provides a framework for classifying and selecting AI tools and introduces professional prompt design using the R.C.C.E. method. Students learn to critically evaluate AI outputs, integrate human-AI collaboration into workflows, and use AI responsibly and reflectively.

Learning Outcomes

Project: AI Fluency - Introduction to Generative AI

On successful completion, students will be able to

- explain the core principles, capabilities, and limitations of generative AI.
- formulate structured and precise prompts to guide AI-generated outputs.
- integrate generative AI into academic or professional workflows.
- examine AI outputs systematically for factual accuracy, coherence, relevance, and potential bias.
- evaluate different categories of generative AI tools with respect to their suitability for specific tasks.
- manage their own use of generative AI responsibly.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Project: AI Fluency - Introduction to Generative AI

Course Code: DLBPKIEKPT01-01_E

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

Course Description

The increasing availability of generative AI systems is fundamentally changing academic and professional work. The course does not view AI as a substitute for human cognition, but rather as a tool within a responsible human-AI collaboration. The aim is to develop epistemic control skills: students learn to use generative AI in a targeted manner, to critically examine it and to consciously limit it. The focus is not on technical system development, but on reflective application, judgement and independent representation of results.

Course Outcomes

On successful completion, students will be able to

- explain the core principles, capabilities, and limitations of generative AI.
- formulate structured and precise prompts to guide AI-generated outputs.
- integrate generative AI into academic or professional workflows.
- examine AI outputs systematically for factual accuracy, coherence, relevance, and potential bias.
- evaluate different categories of generative AI tools with respect to their suitability for specific tasks.
- manage their own use of generative AI responsibly.

Contents

- The course teaches the basic concepts and fields of application of generative AI and structures them along a competence-oriented learning path. First, key AI tool categories (text, image, code and analysis models) and the principle of task-oriented tool selection are introduced. Building on this, students learn how to systematically design effective prompts, in particular with the help of structured prompt frameworks. Another focus is on the critical analysis of AI outputs in terms of factual accuracy, bias, quality and contextual appropriateness. Over the course of the course, AI use is integrated into more complex work processes, including multi-stage human-AI collaboration, quality assurance and conscious non-use. In addition, ethical, legal and responsibility-related issues are addressed so that students develop a reflective and practical framework for the professional use of generative AI.

Literature

Compulsory Reading**Further Reading**

- Bommasani, R., et al. (2021). On the opportunities and risks of foundation models. arXiv.
- Mitchell, M. (2025). Artificial Intelligence: A Guide for Thinking Humans (Updated ed.). Picador.
- Mollick, E. (2024). Co-Intelligence: Living and working with AI. Portfolio.
- Olson, P. (2024). Supremacy: AI, ChatGPT, and the Race That Will Change the World. St. Martin's Press.
- O'Neil, C. (2016). Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy. Crown.
- Russell, S., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th ed.). Pearson.

Study Format Distance Learning

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

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

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

Entrepreneurship and Innovation

Module Code: DLBBAEI-01_E

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

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

Module Coordinator

Diana Murtgah-Böhm (Entrepreneurship and Innovation)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Entrepreneurship and Innovation (DLBBAEI01-01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Entrepreneurship and Innovation

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

Learning Outcomes**Entrepreneurship and Innovation**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Entrepreneurship and Innovation

Course Code: DLBBAEI01-01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

3.2	Venture Creation
3.3	Creativity Management and Time Pressure
4.	Innovation
4.1	Defining Innovation
4.2	Innovation Lifecycle
4.3	Sources of Innovation
4.4	Encouraging Entrepreneurship and Innovation
5.	Planning, Business Models and Strategy
5.1	Business Plan
5.2	Designing a Business Model
5.3	Developing a Business Strategy

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

Study Format Distance Learning

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

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

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

Start-Up Financing

Module Code: DLBEPGF_E

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

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

Module Coordinator

Prof. Dr. Manuela Ender (Start-Up Financing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Start-Up Financing (DLBEPGF01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Start-Up Financing

- Importance of Startup Financing
- Financing through Equity Capital
- Financing through Debt Capital
- Financing through Mezzanine Capital
- Other Possibilities of the Startup Financing
- Financing vs. Liquidity Management
- Investor Relations

Learning Outcomes**Start-Up Financing**

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business & Management field

Start-Up Financing

Course Code: DLBEPGF01_E

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

Course Description

In the context of each business startup the question of financing arises. Only if the founders have sufficient financial means at their disposal, they can put their plans into practice. Over the years, a multitude of financing options for startup has been established. In addition to equity capital, debt capital or mezzanine capital can be used. All these types of capital are different in structure and are suitable for different types of startup projects. Moreover, there is also the possibility of taking advantage of public subsidies or newer types of financing such as crowdfunding or crypto currencies. Although not every type of financing is suitable for every founder, it is nevertheless important for a founder of a new business to know his possibilities and to be able to decide what options to use. In addition, financing has a considerable impact on the liquidity management of a startup company as well as on investor relations.

Course Outcomes

On successful completion, students will be able to

- explain the importance of startup financing.
- understand the individual types of equity and debt financing as well as mezzanine financing and to assess them with regard to their suitability for a startup project.
- understand the importance of liquidity management in the context of startup financing.
- assess to what extent investor relations in the context of startup financing is important.

Contents

1. Importance of Start-Up Financing
 - 1.1 Business Start-Ups
 - 1.2 Corporate Financing
 - 1.3 Start-Up Financing
2. Financing through Equity Capital
 - 2.1 What is Equity Capital?
 - 2.2 Personal Financial Resources
 - 2.3 Informal and Formal Equity Capital
3. Financing through Debt Capital
 - 3.1 What is Debt Capital?

- 3.2 Loans with Cash Flow
- 3.3 Loans without Cash Flow
- 3.4 Credit Substitutes
- 4. Financing through Mezzanine Capital
 - 4.1 What is Mezzanine Capital?
 - 4.2 Types of Mezzanine Capital
- 5. Further Financing Options
 - 5.1 Crowdfunding
 - 5.2 Initial Coin Offering (ICO)
- 6. Financing versus Liquidity Management
 - 6.1 Basic Principles of Finance
 - 6.2 Liquidity Management
- 7. Investor Relations
 - 7.1 Communication and Cooperation with Investors
 - 7.2 Reporting to Capital Providers

Literature

Compulsory Reading

Further Reading

- Alemany, L./Andreoli, J.J. (2018): Entrepreneurial Finance. The Art and Science of Growing Ventures. Cambridge University Press, Cambridge.
- Rogers, S./Makonnen, R. (2020): Entrepreneurial Finance. Finance and Business Strategies for the Serious Entrepreneur. 4th ed., McGraw-Hill, New York.

Study Format Distance Learning

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

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

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

Interaction and Communication in Organizations

Module Code: DLBKPSIKO_E

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

N.N. (Interaction and Communication in Organizations)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Interaction and Communication in Organizations (DLBKPSIKO01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Interaction and Communication in Organizations

- Definition and Communication Structures
- Trust-Building Communication and Conflict Resolution
- Opinion Formation and Media Communication
- Transparency and Politically Correct Communication

Learning Outcomes**Interaction and Communication in Organizations**

On successful completion, students will be able to

- understand communication channels and processes within the company.
- apply communication strategies to establish trust and credibility.
- name information and public disclosure obligations of entrepreneurs.
- reflect on methods of measuring the success of communication.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Social Sciences field

Interaction and Communication in Organizations

Course Code: DLBKPSIKO01_E

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

Course Description

Intact communication processes play a decisive role in the success of an organization: On the one hand, successful internal communication ensures the productive transfer of information, the management of a team or the cohesion of employees. On the other hand, professional external communication determines how a company is perceived by the media, stakeholders and customers. In this context, companies today are confronted with increasingly tightened communication conditions as well as with an extremely increasing range of communication options. This course begins by defining the essentials of corporate communications and illustrates the communication tools, processes, and guidelines within an organization. It will also look at strategies, building trust and credibility, and defusing crises. Finally, the use of various digital communication channels and methods for measuring successful corporate communication are discussed.

Course Outcomes

On successful completion, students will be able to

- understand communication channels and processes within the company.
- apply communication strategies to establish trust and credibility.
- name information and public disclosure obligations of entrepreneurs.
- reflect on methods of measuring the success of communication.

Contents

1. Terminology and History
 - 1.1 Corporate Communication and Interaction
 - 1.2 History of Corporate Communication
2. Structural Aspects of Corporate Communication
 - 2.1 Flow of Communication
 - 2.2 Structural Configuration
 - 2.3 Power and Culture
 - 2.4 Strategy
 - 2.5 Technique and Media Use
 - 2.6 Emotional and Psychological Dynamics of Communication

2.7 Applying an Interdisciplinary Perspective to Organizational Communication

3. Trust and Credibility

- 3.1 Definition of Trust
- 3.2 Appreciative Communication
- 3.3 Organizational Culture and Rules of Conduct
- 3.4 Psychological Contracts

4. Change and Crisis Management

- 4.1 Communication in Change
- 4.2 Communication for Conflict Resolution
- 4.3 Rumors
- 4.4 Achieving Win-Win Solutions

5. Media Communication

- 5.1 Press Relations
- 5.2 The Company as a Brand
- 5.3 Impression Management
- 5.4 Communication via Social Media
- 5.5 Communication via Numbers and Statistics

6. Legal Aspects of Communication

- 6.1 Politically Correct Communication
- 6.2 Transparent Communication
- 6.3 Data Protection

7. Measuring Successful Communication

- 7.1 Employee Surveys
- 7.2 360 Degree Feedback
- 7.3 Evaluation on the Basis of Key Figures

Literature

Compulsory Reading

Further Reading

- Chmiel, N. (2000). Introduction to Work and Organizational Psychology : A European Perspective. Blackwell Publ.
- Church, A. H., Bracken, D. W., Fleenor, J. W., & Rose, D. S. (2019). Handbook of Strategic 360 Feedback. Oxford University Press.

- Falkheimer, J., & Heide, M. (2018). *Strategic Communication: An Introduction*. Routledge.
- Harris, T. E., & Nelson, M. D. (2019). *Applied Organizational Communication: Theory and Practice in a Global Environment* (4th ed). Routledge.
- Luring, J. (2011). Intercultural Organizational Communication: The Social Organizing of Interaction in International Encounters. *Journal of Business Communication*, 48(3), 231–255. <https://doi-org.pxz.iubh.de/8443/10.1177/0021943611406500>
- Lipsky, D. B., Avgar, A. C., & Lamare, J. R. (2020). Organizational Conflict Resolution and Strategic Choice: Evidence from a Survey of Fortune 1000 Firms. *ILR Review*, 73(2), 431–455. <https://doi-org.pxz.iubh.de/8443/10.1177/0019793919870169>

Study Format Distance Learning

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

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

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

Organizational Behavior

Module Code: DLBBWOB_E

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

Prof. Dr. Katharina Rehfeld (Organizational Behavior)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Organizational Behavior (DLBBWOB01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Module Contents

Organizational Behavior

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

Learning Outcomes**Organizational Behavior**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Human Resources field

Organizational Behavior

Course Code: DLBBWOB01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Introduction to Data Science

Module Code: DLBDSIDS-01

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

Ha Ngo (Introduction to Data Science)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Introduction to Data Science (DLBDSIDS01-01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Advanced Workbook

Split Exam

Module Contents

Introduction to Data Science

- Introduction to Data Science
- Data
- Data Science in Business
- Statistics
- Machine Learning

Learning Outcomes**Introduction to Data Science**

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Introduction to Data Science

Course Code: DLBDSIDS01-01

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

Course Description

Data science emerged as a multi-disciplinary field aimed at creating value from data. This course starts with an overview of data science and related fields and then defines data types and sources. Special focus is put on the assessment of data quality and electronic data processing. Use of data-driven methods has become vital for businesses, and this course outlines how data-driven approaches can be integrated within a business context and how operational decisions can be made using data-driven methods.

Finally, this course highlights the importance of statistics and machine learning in the field of data science and gives an overview of relevant methods and approaches.

Course Outcomes

On successful completion, students will be able to

- define data science and its relation to other fields.
- comprehend data science activities.
- recognize the origins of data and the challenges of working with data.
- understand how data science methods are integrated into business settings.
- grasp fundamental statistical concepts.
- appreciate the importance of machine learning in data science.

Contents

1. Introduction to Data Science
 - 1.1 Definition of the term „data science“
 - 1.2 Data science and related fields
 - 1.3 Data science activities
2. Data
 - 2.1 Data types and data sources
 - 2.2 The 5Vs of data
 - 2.3 Data curation and data quality
 - 2.4 Data engineering
3. Data Science in Business
 - 3.1 Identification of use cases

- 3.2 Performance evaluation
- 3.3 Data-driven operational decisions
- 3.4 Cognitive biases
- 4. Statistics
 - 4.1 Importance of statistics for data science
 - 4.2 Important statistical concepts
- 5. Machine Learning
 - 5.1 Role of machine learning in data science
 - 5.2 Overview of machine learning approaches

Literature

Compulsory Reading

Further Reading

- Akerkar, R., & Sajja, P. S. (2016). Intelligent techniques for data science. Springer International Publishing.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R—A practical approach. Apress Publishing.
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Springer.
- Skiena, S. S. (2017). The data science design manual. Springer International Publishing.

Study Format Distance Learning

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

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

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

Introduction to Programming with Python

Module Code: DLBDSIPWP

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

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

Module Coordinator

Yan Zhu (Introduction to Programming with Python)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Introduction to Programming with Python (DLBDSIPWP01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Introduction to Programming with Python

- Introduction
- Variables and Data Types
- Statements
- Functions
- Errors and Exceptions
- Modules and Packages

Learning Outcomes**Introduction to Programming with Python**

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Introduction to Programming with Python

Course Code: DLBDSIPWP01

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

Course Description

This course provides students with a foundational understanding of the Python programming language. Following an introductory exposition to the importance of Python for data science-related programming tasks, students will be acquainted with fundamental programming concepts like variables, data types, and statements. Building on this basis, the important notion of a function is explained and errors, exception handling, and logging are explicated. The course concludes with an overview of the most widely-used library packages for data science.

Course Outcomes

On successful completion, students will be able to

- use fundamental Python syntax.
- recollect common elementary data types.
- recognize foundational programming concepts and their realization in Python.
- understand error handling and logging.
- create working programs.
- list the most important libraries and packages for data science.

Contents

1. Introduction
 - 1.1 Why Python?
 - 1.2 Obtaining and installing Python
 - 1.3 The Python interpreter , IPython, and Jupyter
2. Variables and Data Types
 - 2.1 Variables and value assignment
 - 2.2 Numbers
 - 2.3 Strings
 - 2.4 Collections
 - 2.5 Files
3. Statements
 - 3.1 Assignment, expressions, and print

- 3.2 Conditional statements
- 3.3 Loops
- 3.4 Iterators and comprehensions
- 4. Functions
 - 4.1 Function declaration
 - 4.2 Scope
 - 4.3 Arguments
- 5. Errors and Exceptions
 - 5.1 Errors
 - 5.2 Exception handling
 - 5.3 Logs
- 6. Modules and Packages
 - 6.1 Usage
 - 6.2 Namespaces
 - 6.3 Documentation
 - 6.4 Popular data science packages

Literature

Compulsory Reading

Further Reading

- Barry, P. (2016). Head first Python: A brain-friendly guide. O'Reilly Media, Inc.
- Kapil, S. (2019). Clean Python: Elegant coding in Python. Apress.
- Lubanovic, B. (2019). Introducing Python (2nd ed.). O'Reilly.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly.
- Matthes, E. (2015). Python crash course: A hands-on, project-based introduction to programming. No Starch Press.
- Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media, Inc.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. O'Reilly.

Study Format Distance Learning

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

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

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

Supply Chain Management

Module Code: DLBDSESCM

Module Type see curriculum	Admission Requirements none	Study Level BA	ECTS Credits 10	Student Workload 300 h
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Semester / Term see curriculum	Duration Minimum 1 semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
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Module Coordinator

Carsten Hirschberg (Supply Chain Management I) / Uma Santhosh Tumpala (Supply Chain Management II)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Supply Chain Management I (DLBDSESCM01)
- Supply Chain Management II (DLBDSESCM02)

Module Exam Type

Module Exam

Split Exam

Supply Chain Management I

- Study Format "Distance Learning": Exam, 90 Minutes

Supply Chain Management II

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

Module Contents**Supply Chain Management I**

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

Supply Chain Management II

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

Learning Outcomes**Supply Chain Management I**

On successful completion, students will be able to

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

Supply Chain Management II

On successful completion, students will be able to

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

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Logistics & Transportation

Links to other Study Programs of the University

All Bachelor Programmes in the Transport & Logistics fields

Supply Chain Management I

Course Code: DLBDESESCM01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

2. Selected Theoretical Concepts for the Supply Chain Concept
 - 2.1 New Institutional Economics
 - 2.2 Game Theory
 - 2.3 Network Approach
 - 2.4 Other Theoretical Additions
3. Supply Chain Management
 - 3.1 Basic Information on the Goals and Scope of SCM
 - 3.2 Popular Problem Areas of the SCM
 - 3.3 Supply Chain Management as an Evolutionary Step in Logistics
 - 3.4 Supply Chain Management as Cooperation Management
4. SCM Model
 - 4.1 Basic Information on the Term SCM Models
 - 4.2 SCOR Model
 - 4.3 SCM Task Model
5. SCM as a Coordination Problem
 - 5.1 Basic Information on the Concept of Coordination
 - 5.2 Coordination Concepts, Context, and Perspectives of SCM
 - 5.3 Coordination Instruments

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Supply Chain Management II

Course Code: DLBDSESCM02

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Strategic Aspects of SCM
 - 1.1 Strategic Thinking and Action: General Information
 - 1.2 Competition Focus and SCM
 - 1.3 Competition Location and SCM
 - 1.4 Competition Rules and SCM
2. SCM Practice: Core Process Planning
 - 2.1 General Preliminary Considerations
 - 2.2 Collaborative Planning, Forecasting, and Replenishment
 - 2.3 Order Promoting

- 2.4 Kanban
- 2.5 Integration of X-PL Logistics Service Providers
- 3. SCM Practice: Core Process Procurement
 - 3.1 General Preliminary Considerations
 - 3.2 Production Synchronous Procurement
 - 3.3 Sourcing Concepts
 - 3.4 Supplier Relations Management
- 4. SCM Practice: Core Process Production
 - 4.1 Selected Aspects of the Problem Background
 - 4.2 Collaborative Engineering
 - 4.3 Postponement Strategies
 - 4.4 Value Added Partnership
- 5. SCM Practice: Core Process Distribution
 - 5.1 Basic Information on the Distribution Problem
 - 5.2 Efficient Consumer Response (ECR)
 - 5.3 Consignment Warehouse

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

4. Semester

Digital Business Models

Module Code: CSEBLODB-01_E

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

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

Module Coordinator

N.A. (Digital Business Models)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Digital Business Models (CSEBLODB01-01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Digital Business Models

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

Learning Outcomes**Digital Business Models**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business field

Digital Business Models

Course Code: CSEBLODB01-01_E

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

Course Description

A business model contains the depiction of the logic of how a company generates, delivers and secures value. The progressing digitalization of many processes, products and services has made possible a large number of innovations in the area of business models in recent years. The subject of this course rounds up the presentation, the underlying patterns and the main factors that influence these digital business models.

Starting from a general definition of the concept of a business model, a system is developed to describe the essential factors of a business model. An overview of the historical development of important business models and in particular the influence of digitization on newer business models allows a classification of the concept and an understanding of the framework.

Then the most important alternative digital business models of recent years are systematically presented, analyzed and evaluated with regard to their respective strengths and weaknesses.

Finally, the role of business models in the creation process of a business plan is described.

Students learn the central approaches to developing an independent corporate positioning and are enabled to examine and evaluate the central factors influencing corporate success in digital business.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Management Accounting

Module Code: CSEBMAE-01

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

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

Module Coordinator

N.A. (Management Accounting)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Management Accounting (CSEBMAE01-01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

Management Accounting

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

Learning Outcomes**Management Accounting**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Management Accounting

Course Code: CSEBMAE01-01

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

Course Description

Management accounting is an important function to operate an organization. Managers need to understand this function in order to be able to run an organization efficiently. In most organizations, decisions, actions and human behavior are directly linked to the feature, use and focus of management accounting information. This course is about understanding the preparation and use of information provided by management accounting.

Cost accounting as a central part of the management accounting informs the management about the profitability of its core business. The cost and performance measurement serves the internal decision, control and budgeting process.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Introduction to Management Accounting
 - 1.1 Financial vs. Management/Cost Accounting
 - 1.2 Definition of Cost
 - 1.3 Considering the Contemporary Business World Context
 - 1.4 Cost Behavior: Fixed and Variable Costs
2. Cost-Volume-Profit Analysis
 - 2.1 Break-Even Analysis
 - 2.2 Cost Structure and Operating Leverage
 - 2.3 Cost Structure and Variabilization
3. Simplistic Methods of Cost Allocation

- 3.1 Cost Behavior: Direct and Indirect Costs
- 3.2 The Need for Cost Allocation
- 3.3 Predetermined Overhead Rate
- 3.4 Departmental Overhead Rate
- 3.5 Over- and Under-Application of Overhead
- 4. Activity-Based Costing
 - 4.1 The Rationale of Activity-Based Costing
 - 4.2 Implementing Activity-Based Costing
- 5. Overhead Analysis Sheet
 - 5.1 Departmental Cost Allocation
 - 5.2 Reciprocal Method
 - 5.3 Step Method
- 6. Relevant Cost Concepts
 - 6.1 Foundational Cost Concepts
 - 6.2 Replacement of Equipment
 - 6.3 Make or Buy
 - 6.4 Special Order
 - 6.5 Drop Product Line
- 7. Operating Budgets
 - 7.1 The Budgeting Process
 - 7.2 Sales Budget
 - 7.3 Production Budgets
 - 7.4 Administrative Expense Budget
 - 7.5 Budgeted Income Statement
- 8. Financial Budgets
 - 8.1 Cash Budget
 - 8.2 Conflicts and Pitfalls in Budgeting

Literature
Compulsory Reading

Further Reading

- Atkinson, A. A., Kaplan, R., Matsumura, E. M., & Young, S. M. (2012). Management accounting: Information for decision-making and strategy execution (6th ed.). Pearson.
- Drury, C. (2019). Management accounting for business (7th ed.). Cengage.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

International Business Law

Module Code: CSEBHMEIBL

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

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

Module Coordinator

N.A. (International Business Law)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- International Business Law (CSEBHMEIBL01)

Module Exam Type

Module Exam

Study Format: Campus Studies
Exam, 90 Minutes

Split Exam

Module Contents

International Business Law

- Different Legal Systems, Comparative Law and Supranational Law
- The Civil Law
- The Common Law
- Other Legal Systems
- Private International Law
- European Union Law

Learning Outcomes**International Business Law**

On successful completion, students will be able to

- identify and distinguish between the main legal systems.
- develop an intercultural sensitivity for the different legal systems and the application of legal rules in the respective systems.
- apply the basic rules of private international law.
- understand the legal framework and interpret legal acts of the European Union.
- comprehend the impact of EU law on national legal systems.
- understand the areas of EU economic regulation and the implications of EU primary law on economic activities.
- understand the impact of the respective legal system(s) on entrepreneurial decisions.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

International Business Law

Course Code: CSEBHMEIBL01

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

Course Description

International business activities necessarily happen in an environment of different legal systems. Significant differences exist not only in legal norms and basic principles, but also with regard to applying and interpreting the law as well as the procedures for enforcing rights before courts and authorities. To make things even more complex for foreigners, such national characteristics are often based on historical and cultural peculiarities. The course addresses the essential basics of civil law, which dominates in the European legal system, and common law, which dominates in the Anglo-Saxon legal system, and highlights the respective differences, special features and characteristics. In addition, the course gives a short overview over other legal systems and presents the basics of private international law - the area of law that determines the legal rules of which state actually apply to cross-border activities.

European Union law plays a special role for international business activities due to many reasons: First, the EU is becoming more and more important as an economic area. Second, European Union law is supranational in a sense that it interacts with or even derogates national law of the EU member states. Given, third, the abundance of EU legislation and administrative action, EU law today constitutes an essential framework for economic activities within the EU. The course therefore provides students with a basic understanding of the sources of EU law, its application and interpretation as well as its enforcement in national and EU courts. Further, the course shows the impact of EU law on national legal systems. Finally, the course gives an overview over the major areas of EU economic regulation as well as the implications of EU primary law on economic activities.

Course Outcomes

On successful completion, students will be able to

- identify and distinguish between the main legal systems.
- develop an intercultural sensitivity for the different legal systems and the application of legal rules in the respective systems.
- apply the basic rules of private international law.
- understand the legal framework and interpret legal acts of the European Union.
- comprehend the impact of EU law on national legal systems.
- understand the areas of EU economic regulation and the implications of EU primary law on economic activities.
- understand the impact of the respective legal system(s) on entrepreneurial decisions.

Contents

1. Different Legal Systems, Comparative Law and Supranational Law
 - 1.1 National Legal Systems as Environment of International Business
 - 1.2 Basics of Comparative Law
 - 1.3 Introduction to EU Law
2. The Civil Law
 - 2.1 Civil Law in Continental Europe
 - 2.2 Application of Legal Rules
 - 2.3 Civil Law Court Practice
 - 2.4 Overview over Civil Law Systems outside of Continental Europe
3. The Common Law
 - 3.1 History and Development of Common Law
 - 3.2 Application of Legal Rules
 - 3.3 Common Law Court Practice
 - 3.4 Administrative Jurisdiction in Common Law Systems
 - 3.5 Overview over Common Law Jurisdictions and Mixed Systems
4. Other Legal Systems
 - 4.1 Former Socialist States
 - 4.2 Islamic Legal Systems
5. Private International Law
 - 5.1 Basic Principles of Private International Law
 - 5.2 Legal Sources of Private International Law
 - 5.3 Determination and Application of Substantive Law
6. European Union Law
 - 6.1 Legal Sources of European Union Law and Application of Legal Rules
 - 6.2 Main Areas of European Economic Regulation
 - 6.3 European Union Primary Law's Effect on Economic Activities
 - 6.4 Relationship between European Union Law and National Law

Literature

Compulsory Reading

Further Reading

- Brödermann, E. (2014). German and European Private International Law. Books on Demand.
- de Luca, N. (2021). European Company Law (2nd ed.). Cambridge University Press.
- Dimatteo, L. (2021). International Business Law and the Legal Environment: A Transactional Approach (4th ed.). Routledge.
- Vicari, A. (2021). European Company Law (1st ed.). De Gruyter.
- Vranken, M. (2015). Western Legal Traditions: A Comparison of Civil Law and Common Law (1st ed.). Federation Press.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 84 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 30 h	Independent Study 0 h	Hours Total 150 h

Project: Entrepreneurship

Module Code: CSEBBWPUG_E

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

N.A. (Project: Entrepreneurship)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Entrepreneurship (CSEBBWPUG01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Project Report

Split Exam

Module Contents

Project: Entrepreneurship

The basics of setting up a business are taught.

Learning Outcomes**Project: Entrepreneurship**

On successful completion, students will be able to

- identify business opportunities and develop business ideas in the ongoing process.
- explain theoretical concepts of entrepreneurship and apply them to practical cases.
- take the entrepreneur's perspective within the company identifying opportunities, risks and necessary measures that arise in this context.
- understand the process of managing a company from the founding phase to the growth phase and up to succession planning.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Entrepreneurship

Course Code: CSEBBWPUG01_E

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

Course Description

In this course, students will receive a practical introduction to setting up a business. In addition to teaching the individual basic principles, possible tools and procedures will also be examined. In order to experience the foundation of a business not only theoretically, concrete business ideas will be analyzed with the help of project reports.

Course Outcomes

On successful completion, students will be able to

- identify business opportunities and develop business ideas in the ongoing process.
- explain theoretical concepts of entrepreneurship and apply them to practical cases.
- take the entrepreneur's perspective within the company identifying opportunities, risks and necessary measures that arise in this context.
- understand the process of managing a company from the founding phase to the growth phase and up to succession planning.

Contents

- The course will teach the basic principles of entrepreneurship. First of all, definitions of terms and current fields of development in the field of entrepreneurship will be discussed. The phases of entrepreneurship such as the early stage (idea generation, idea formulation and implementation) as well as expansion phase and the later stage (i.e. exit or succession of the start-up) will be covered. The success factors of entrepreneurship are addressed. Afterwards, the basic preparation of a business plan, the business model canvas and the elevator pitch will be explained and then special challenges of start-ups and companies in the growth phase (financing, choice of legal form, etc.) will be elaborated. The topic of corporate entrepreneurship is also addressed in terms of opportunities, risks and necessary measures. The project reports will include the analysis of a business idea, which the students can choose themselves. This will be assessed using the learned entrepreneurship tools. The business idea can be either an own business idea of the students or an already existing one.

Literature

Compulsory Reading

Further Reading

- Neck, H.M./Neck, C.P./Murray, E.L. (2019): Entrepreneurship: The Practice and Mindset, 2nd Edition, SAGE Publications, Thousand Oaks.
- Blank, S./Dorf, B. (2012): The Startup Owner's Manual. The Step-by-Step Guide for Building a Great Company, K&S Ranch, Pescadero.
- Osterwalder A./Pigneur Y. (2010): Business Model Generation : A Handbook for Visionaries, Game Changers, and Challengers, Hoboken, NJ Wiley, New York.
- Ries, E. (2011): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Currency, New York.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

Intercultural and Ethical Decision-Making

Module Code: DLBCSIDM

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

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

Module Coordinator

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

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Intercultural and Ethical Decision-Making (DLBCSIDM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Module Contents

Intercultural and Ethical Decision-Making

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

Learning Outcomes**Intercultural and Ethical Decision-Making**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Intercultural and Ethical Decision-Making

Course Code: DLBCSIDM01

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

Course Description

In this course, students acquire the necessary knowledge to understand intercultural competencies and current developments in the fields of diversity and ethics. Students will understand how to systematically plan and implement learning processes for the development of competences important in these areas. First, important terms are clarified and differentiated from each other, and cultural aspects are explained from different perspectives. In addition, students learn that cultural issues are relevant at different levels, for example, within a state, company, or other group. In this context, students also recognize the connection between ethics and culture with different interdependencies. On the basis of this knowledge, students are then familiarized with the different possibilities and potentials of intercultural and ethical learning and working. Practical cases are used to illustrate the importance of the relationships learned for today's work context in many companies. The students then work on a case study in which the acquired knowledge is systematically applied.

Course Outcomes

On successful completion, students will be able to

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

Contents

1. Basics of Intercultural and Ethical Competence to Act
 - 1.1 Subject Areas, Terms, and Definitions
 - 1.2 Relevance of Intercultural and Ethical Action
 - 1.3 Intercultural Action - Diversity, Globalization, Ethics
2. Cultural Concepts
 - 2.1 Hofstede's Cultural Dimensions
 - 2.2 Culture Differentiation According to Hall
 - 2.3 Locus of Control Concept to Rotter

3. Culture and Ethics
 - 3.1 Ethics - Basic Terms and Concepts
 - 3.2 Interdependence of Culture and Ethics
 - 3.3 Ethical Concepts in Different Regions of the World
4. Current Topics in the Area of Interculturality, Ethics, and Diversity
 - 4.1 Digital Ethics
 - 4.2 Equality and Equal Opportunities
 - 4.3 Social Diversity
5. Intercultural Learning and Working
 - 5.1 Acculturation
 - 5.2 Learning and Working in Intercultural Groups
 - 5.3 Strategies for Dealing with Cultural Conflicts
6. Case Studies for Cultural and Ethical Conflicts
 - 6.1 Case Study: Interculturality
 - 6.2 Case Study: Diversity
 - 6.3 Case Study: Interculturality and Ethics

Literature

Compulsory Reading

Further Reading

- Al-Ali, E., & Masmoudi, M. (2023). Leadership and Workplace Culture in the Digital Era. Business Science Reference.
- Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). Constructive Intercultural Management.
- Berrones-Flemmig, N., Contreras, F., & Dornberger, U. (2022). Business in the 21st century: A sustainable approach (1st ed.). Emerald Publishing Limited.
- Rossouw, J., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press Southern Africa.

Study Format Distance Learning

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

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

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

International Contract Management

Module Code: DLBINTIWR_E

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

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

Module Coordinator

Prof. Dr. Georg Berkel (International Contract Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- International Contract Management (DLBINTIWR01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

International Contract Management

- The Four Phases of Contract Management
- Phase I: Offer Preparation
- Phase II: Negotiation
- Phase III: Implementation
- Phase IV: Analysis

Learning Outcomes**International Contract Management**

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.
- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Management field

International Contract Management

Course Code: DLBINTIWR01_E

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

Course Description

The internationalization of economic life has progressed steadily in recent decades. While business considerations often change little when borders are crossed, legal issues show quite a different pattern. After all, every country has its own legal system. By law, the rights and duties of those involved in economic life in different countries can vary or even contradict each other. However, the laws of the individual legal systems are primarily created for domestic situations. Also, questions arising in international economic transactions are largely answered by the individual states themselves, again quite independently and in their individual way. Often, only specialists in private international law are able to evaluate which rights and obligations apply by law. However, the acquisition of such special knowledge is neither practicable nor necessary for daily business practice.

This course focuses on the subject area of contract management. Instead of submitting to an unclear legal situation, companies - even across national borders - can often determine their own binding rights and obligations. The means to achieve this is the contract. A contract is nothing more than the mutual promise of the parties to do something for each other.

The questions to be answered follow the business logic of the transaction. If, for example, goods or services are purchased by payment, the parties must agree, for example, on when and where the goods are to be delivered, in which currency payment is to be made, and what is to be done in the event of a defect. Efficient contract management is therefore crucial for the success of the company, especially in an international context. In this course, its objectives, contents and methods will be presented.

This course follows the chronological sequence of a project and identifies the four phases of contract management: proposal preparation, negotiation, execution and analysis. In each phase, contract management must face specific challenges. When preparing an offer, it is particularly important to transfer the business model into a contractually meaningful form. During negotiations, the practicability and profitability of the business model must be maintained. In the execution phase, the main focus is on securing and increasing results. Finally, the analysis enables "lessons learned" to be drawn for future business activities.

Course Outcomes

On successful completion, students will be able to

- identify and explain the four phases of contract management.
- describe essential elements of an international treaty.
- explain which contractual clauses are fundamental to the business model.

- understand which and how contractual risks can be quantified.
- distinguish how to negotiate different contractual clauses.
- show how revenue can be increased in the offer phase and processing phase.

Contents

1. The Four Phases of Contract Management
 - 1.1 Definition of the Term “Contract Management”
 - 1.2 Goals of Contract Management
 - 1.3 The Phases of Contract Management
 - 1.4 Contract Management: Why?
2. Phase I: Offer Preparation
 - 2.1 The Bid Decision
 - 2.2 The Structure of the Contract at a Glance
 - 2.3 The Contract Components in Detail: Title, Preamble, Planned and Unplanned, and Final Provisions
 - 2.4 The Offer Preparation Process
3. Phase II: Negotiation
 - 3.1 The Submission of an Offer
 - 3.2 External Negotiation: Planned and "Win-Win", Unplanned and "Win-Lose"
 - 3.3 The Internal Process: Risk Quantification and Approval
4. Phase III: Implementation
 - 4.1 The Coming into Effect of the Contract: Offer Acceptance and Conditions Precedent
 - 4.2 Execution of the Contract and Warranty Period
 - 4.3 Objectives of Claim Management
 - 4.4 Claim Management as Conflict Management
 - 4.5 Conflict Resolution
5. Phase IV: Analysis
 - 5.1 Determining Success
 - 5.2 Deriving of “Lessons Learned”

Literature

Compulsory Reading

Further Reading

- Berkel, G. (2016). Contractmanagement. In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.), *Business project management and marketing: Mastering business markets* (pp. 159–206). Springer.
- Brett, J. M. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries* (3rd ed.). Jossey-Bass.
- Brunet, A., & Cesar, F. (2021). *Contract management: Contractual performance, renegotiation, and claims: How to safeguard and increase profit margins*. Springer.

Study Format Distance Learning

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

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

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

Ethics and Legal Aspects in AI

Module Code: DLBAIBEELAAI

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

Uma Santhosh Tumpala (Ethics and Legal Aspects in AI)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Ethics and Legal Aspects in AI (DLBAIBEELAAI01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Ethics and Legal Aspects in AI

- Ethical Considerations in AI
- AI Regulations and Compliance
- Responsible AI in Practice
- Privacy Protection in AI
- Societal Implications of AI Applications
- AI Explainability Methods

Learning Outcomes**Ethics and Legal Aspects in AI**

On successful completion, students will be able to

- exercise a critical understanding of ethical considerations in AI development, facilitating informed, responsible decisions in the field.
- evaluate AI regulations in various global contexts, ensuring strategic compliance within diverse business settings.
- implement responsible AI practices in authentic scenarios, aiming to minimize biases and promote fairness in AI applications.
- design and enforce effective privacy protection measures in AI systems, safeguarding individual data rights.
- analyze ethical implications of AI applications, enhancing a nuanced understanding of the AI domain.
- originate effective use of current explainability methods, acknowledging their benefits and limitations.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Ethics and Legal Aspects in AI

Course Code: DLBAIBEELAAI01

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

Course Description

In the ever-evolving realm of Artificial Intelligence (AI), it has become pertinent to understand and navigate the intricate field of ethics and legality surrounding AI. Students gain knowledge about ethical considerations that are vital while developing and deploying AI. Additionally, they acquire comprehensive knowledge about AI regulations prevalent in diverse global business environments, thus ensuring compliance and knowledge on the complexity of AI implementations. Students not only learn about the significance of bias minimization, mitigation and fairness promotion in AI applications but also get hands-on experience in implementing them. They learn to design and enforce privacy protection measures, thereby securing individual data rights. Students are provided insights into the implications of various AI applications on a societal and individual level, including the data sources that are used to train AI models and how these can easily involve sensitive and private data. Moreover, a thorough overview and critical evaluations of AI's current explainability methods is provided.

Course Outcomes

On successful completion, students will be able to

- exercise a critical understanding of ethical considerations in AI development, facilitating informed, responsible decisions in the field.
- evaluate AI regulations in various global contexts, ensuring strategic compliance within diverse business settings.
- implement responsible AI practices in authentic scenarios, aiming to minimize biases and promote fairness in AI applications.
- design and enforce effective privacy protection measures in AI systems, safeguarding individual data rights.
- analyze ethical implications of AI applications, enhancing a nuanced understanding of the AI domain.
- originate effective use of current explainability methods, acknowledging their benefits and limitations.

Contents

1. Navigating the Ethical Landscape in AI
 - 1.1 Introduction to Ethical Considerations
 - 1.2 Exploring Ethical Dilemmas in AI
 - 1.3 Developing an Ethical Mindset

2. Decoding Regulations and Compliance in AI
 - 2.1 International AI Regulations Overview
 - 2.2 Roles and Responsibilities in Compliance
3. Responsible AI in Practice
 - 3.1 Bias Minimization and Mitigation Techniques
 - 3.2 Fairness in AI Applications
 - 3.3 Real-world Scenarios of Responsible AI
4. Safeguarding Privacy in AI Systems
 - 4.1 Privacy Protection Measures: Overview
 - 4.2 Implementing Security Controls
 - 4.3 Evolving Challenges and Advances in AI Privacy
5. The Ethical Implications of Diverse AI Applications
 - 5.1 Scrutinizing AI Applications
 - 5.2 Assessing Ethical and Socioeconomic Consequences
6. Understanding and Evaluating AI Explainability
 - 6.1 Defining AI Explainability and its Importance
 - 6.2 Understanding the Human Factor in Explainability
 - 6.3 Critical Evaluation of Current Explainability Methods

Literature

Compulsory Reading

Further Reading

- Adamyk, O., Cheresnyuk, O., Adamyk, B., & Rylieiev, S. (2023). Trustworthy AI: A Fuzzy-Multiple Method for Evaluating Ethical Principles in AI Regulations. 2023 13th International Conference on Advanced Computer Information Technologies (ACIT), Advanced Computer Information Technologies (ACIT), 2023 13th International Conference On, 608–613.
- Heck, P., & Schouten, G. (2023). Defining Quality Requirements for a Trustworthy AI Wildflower Monitoring Platform. 2023 IEEE/ACM 2nd International Conference on AI Engineering – Software Engineering for AI (CAIN), AI Engineering – Software Engineering for AI (CAIN), 2023 IEEE/ACM 2nd International Conference on, CAIN, 119–126.
- Liu, X. M., & Murphy, D. (2022). Applying a Trustworthy AI Framework to Mitigate Bias and Increase Workforce Gender Diversity. 2022 IEEE International Symposium on Technology and Society (ISTAS), Technology and Society (ISTAS), 2022 IEEE International Symposium On, 1, 1–5.

- Valdez, A. C., Heine, M., Franke, T., Jochems, N., Jetter, H.-C., & Schrills, T. (2024). The European Commitment to Human-Centered Technology: The Integral Role of HCI in the EU AI Act's Success.
- Vyhmeister, E., & Castane, G. G. (2024). TAI-PRM: trustworthy AI—project risk management framework towards Industry 5.0. *AI and Ethics*, 1–21
- Zanotti, G., Petrolo, M., Chiffi, D., & Schiaffonati, V. (2023). Keep trusting! A plea for the notion of Trustworthy AI. *AI & SOCIETY: Journal of Knowledge, Culture and Communication*, 1–12.
- Zicari, R. V., Brodersen, J., Brusseau, J., Dudder, B., Eichhorn, T., Ivanov, T., Kararigas, G., Kringen, P., McCullough, M., Moslein, F., Mushtaq, N., Roig, G., Sturtz, N., Tolle, K., Tithi, J. J., van Halem, I., & Westerlund, M. (2021). Z-Inspection®: A Process to Assess Trustworthy AI. *IEEE Transactions on Technology and Society, Technology and Society, IEEE Transactions on, IEEE Trans. Technol. Soc*, 2(2), 83–97.

Study Format Distance Learning

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

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

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

Project: Generative AI in an Enterprise Context

Module Code: DLBFMPGKIU_E

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

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

Module Coordinator

N.N. (Project: Generative AI in an Enterprise Context)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Generative AI in an Enterprise Context (DLBFMPGKIU01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Portfolio

Split Exam

Module Contents

Project: Generative AI in an Enterprise Context

In this course, students gain in-depth knowledge on the fundamentals, development, and implementation of generative AI technologies. They learn to critically analyze the potential of generative AI, plan actionable AI projects, and understand the associated social and ethical implications. The practical implementation of their own AI projects promotes a thorough knowledge of the application possibilities of AI systems in both business and societal contexts.

Learning Outcomes**Project: Generative AI in an Enterprise Context**

On successful completion, students will be able to

- understand and apply key concepts, algorithms, and tools used for generative AI applications to develop independent AI-based solutions.
- systematically identify the possibilities and potentials of generative AI in various business areas and company functions, and evaluate them for feasibility and strategic relevance.
- create a roadmap for the implementation of a generative AI solution, including resource planning, risk assessment, and milestones.
- develop criteria and methods for evaluating generative AI projects, including quantitative and qualitative KPIs and ROI analyses.
- recognize and address ethical, legal, and data privacy issues when dealing with generative AI technologies.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Generative AI in an Enterprise Context

Course Code: DLBFMPGKIU01_E

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

Course Description

The course places the transformative power of generative Artificial Intelligence (AI) in the landscape of modern businesses. It offers a strategic insight into the application of AI technologies to solve complex business challenges and create new business opportunities. At the same time, the course emphasizes the essential role generative AI can play in the context of societal responsibility and social welfare. Students gain insights into the dynamics between technological development and economic value, which is fundamental for future-oriented businesses.

The course agenda aims to enable students to act as frontrunners in the adoption of AI solutions and to sustainably anchor these in corporate structures. They recognize the significance of generative AI as a catalyst for innovation and efficiency increase and learn how to use this leverage profitably for business models and company processes.

Through working on practical case studies, students not only acquire valuable technical skills but also strategic competencies that are necessary for the evaluation and implementation of AI-driven business plans. The central element of the course is the creation of an AI prototype that consolidates the knowledge learned and provides forward-looking solutions for businesses

Course Outcomes

On successful completion, students will be able to

- understand and apply key concepts, algorithms, and tools used for generative AI applications to develop independent AI-based solutions.
- systematically identify the possibilities and potentials of generative AI in various business areas and company functions, and evaluate them for feasibility and strategic relevance.
- create a roadmap for the implementation of a generative AI solution, including resource planning, risk assessment, and milestones.
- develop criteria and methods for evaluating generative AI projects, including quantitative and qualitative KPIs and ROI analyses.
- recognize and address ethical, legal, and data privacy issues when dealing with generative AI technologies.

Contents

- In this course, students gain a deep understanding of generative AI technologies and their application in the business context. This allows them to independently develop appropriate solutions. Core areas enable participants to focus on identifying relevant algorithms, use tools and development environments efficiently, and grasp their strategic significance within individual business processes.
- Students are simultaneously encouraged to reflect on the societal impacts of their developments and understand generative AI as a tool for societal progress. Participants independently explore the possibilities that generative AI offers in areas such as financial management, marketing, and logistics, and investigate how these technologies can expand or redesign existing processes.
- Particular value is placed on independent assessment of feasibility, ethical considerations, and compliance with data protection regulations. The self-guided development of a roadmap for an AI project includes defining goals and milestones and setting up and monitoring performance indicators (KPIs).
- Students analyze what resources are needed, how risks can be managed, and how the success of the implemented AI solution can be measured and interpreted. Finally, participants create a prototype that implements the insights gained and supports the chosen business function through the use of generative AI.
- With a project-oriented approach, students develop an awareness that technological advances must always be in line with societal responsibility and ethical standards.

Literature

Compulsory Reading

Further Reading

- Dencik, J., Goehring, B., & Marshall, A. (2023). Managing the emerging role of generative AI in next-generation business. *Strategy & Leadership*, 51(6), 30–36.
- Hirsch, P. B. (2023). At the crossroads: generative AI and corporate risk management. *Journal of Business Strategy*, 44(6), 426–429.
- Humphreys, D., Koay, A., Desmond, D., & Mealy, E. (2024). AI hype as a cyber security risk: the moral responsibility of implementing generative AI in business. *AI and Ethics*, 1–14.
- Kulkarni, A., Shivananda, A., Kulkarni, A., & Gudivada, D. (2023). *LLMs for Enterprise and LLMOps*. Apress.
- Obrenovic, B., Gu, X., Wang, G., Godinic, D., & Jakhongirov, I. (2024). Generative AI and human–robot interaction: implications and future agenda for business, society and ethics. *AI & SOCIETY: Journal of Knowledge, Culture and Communication*, 1–14.

Study Format Distance Learning

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

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

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

Project: New Work

Module Code: DLBPEPNW_E

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

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

Module Coordinator

Simon Fischer (Project: New Work)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: New Work (DLBPEPNW01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Portfolio

Split Exam

Module Contents

Project: New Work

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

Learning Outcomes**Project: New Work**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Human Resources field

Project: New Work

Course Code: DLBPEPNW01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading**Further Reading**

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

Study Format Distance Learning

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

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

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

Project: Digital Entrepreneurship

Module Code: DLBEPWDE1_E

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

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

Module Coordinator

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

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Digital Entrepreneurship (DLBEPWDE01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: Digital Entrepreneurship

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

Learning Outcomes**Project: Digital Entrepreneurship**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Digital Entrepreneurship

Course Code: DLBEPWDE01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

Study Format Distance Learning

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

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

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

Organizational Development

Module Code: DLBWPOCM1_E

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

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

Module Coordinator

Prof. Dr. John Stanley (Organizational Development)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Organizational Development (DLBWPOCM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Organizational Development

- The “Organization” in Organization Development
- The Basics of Organization Development
- Pragmatic Premises of Organization Development
- Organizations and Corporate Culture
- Organizational Learning
- The Practice of Organization Development

Learning Outcomes**Organizational Development**

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Organizational Development

Course Code: DLBWPOCM01_E

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

Course Description

To remain competitive, all organizations are subject to constant change. To shape this change positively is a key function of the responsible managers and a sign of successful management. Frequently, reasons such as the discontinuation or the development of new business fields, mergers and relocations are decisive, but also continuous company growth; technological improvements and social changes are reasons for partly far-reaching measures for the further development of organizations. This knowledge is of central importance for implementing changes. This course shows the most important human relation theories that serve as a basis for organizational development. Since the corporate culture is a central component of organizational development, both the analysis and the development of the corporate culture are presented. It also discusses the most important aspects of learning organization.

Course Outcomes

On successful completion, students will be able to

- explain the basic principles of organizational development.
- name the human relation theories in organizational development.
- explain points of criticism of organizational development.
- name the implications of Systemic Organizational Development.
- outline the importance and design of corporate culture within organizational development.
- name the characteristics of a learning organization.
- show possible development paths towards the learning organization.

Contents

1. The "Organization" in Organization Development
 - 1.1 Definition and Concept of Organization
 - 1.2 The Historical Evolution of Approaches to Organizational Design
 - 1.3 Principles of Organization Design und Forms of Organizations
2. The Basics of Organization Development
 - 2.1 Definition, Distinguishing Characteristics, and a Differentiation from Related Disciplines
 - 2.2 The Historical Evolution of Organization Development
 - 2.3 Criticisms of Organization Development

3. Pragmatic Premises of Organization Development
 - 3.1 Human Relation Theories
 - 3.2 Phase Models
 - 3.3 Systems Theory
4. Organizations and Corporate Culture
 - 4.1 Theoretical Basics
 - 4.2 Analysis of Culture
 - 4.3 Models of Cultural and Organization Change
5. Organizational Learning
 - 5.1 Basic Ideas and Definitions
 - 5.2 How do Organizations Learn?
 - 5.3 Fostering Organizational Learning
6. The Practice of Organization Development
 - 6.1 The Issue of Understanding and Communication for the OD Practitioner
 - 6.2 A Traditional Approach – Lewin and Schein
 - 6.3 A Contemporary Approach: Systems Thinking and Dialogic OD

Literature

Compulsory Reading

Further Reading

- Cummings, T. G. (2009): Handbook of Organization Development. Sage Pub, Thousand Oaks.
- Kozlowski, S. W. J./Salas, E. (2010): Learning, training, and development in organizations. Routledge, New York.
- Laloux, F. (2015): Reinventing Organizations. An Illustrated Innovation to Join the Conversation on Next-Stage Organizations. Nelson Parker.
- Simons, R. (2005): Levers of Organization: How Managers use Accountability Systems for Greater Performance and Commitment. Boston Harvard Business School Publishing, Boston.
- Tolbert, P. S./Hall, R. H. (2016): Organizations – Structures, Processes, and Outcomes. 10th Edt. Routledge, New York.

Study Format Distance Learning

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

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

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

Project: Organizational Development

Module Code: DLBWPPOE_E

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

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

Module Coordinator

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

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Organizational Development (DLBWPPOE01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: Organizational Development

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

Learning Outcomes**Project: Organizational Development**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Social Sciences field

Project: Organizational Development

Course Code: DLBWPPOE01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

Study Format Distance Learning

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

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

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

Business Intelligence

Module Code: DLBCSEBI1

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

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

Module Coordinator

Prof. Dr. Maik Drozdzyński (Business Intelligence)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Business Intelligence (DLBCSEBI01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Business Intelligence

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

Learning Outcomes**Business Intelligence**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Business Intelligence

Course Code: DLBCSEBI01

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

Course Description

Business Intelligence (BI) is used to obtain information from company data that is relevant for targeted corporate management and the optimization of business activities.

This course introduces and discusses techniques, procedures, and models for data provision, information generation, and analysis, as well the distribution of the information obtained.

You will then be able to explain the various subject areas of data warehousing and independently select methods and techniques to meet specific requirements.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Data Analytics and Big Data

Module Code: DLBINGDABD_E

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

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

Module Coordinator

Prof. Dr. Jan Rüterbories (Data Analytics and Big Data)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Data Analytics and Big Data (DLBINGDABD01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Module Contents

Data Analytics and Big Data

- Introduction to Data Analysis
- Statistical Basics
- Data Mining
- Big Data Methods and Technologies
- Legal Aspects of Data Analysis
- Solution Scenarios
- Application of Big Data in the Industry

Learning Outcomes**Data Analytics and Big Data**

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Data Analytics and Big Data

Course Code: DLBINGDABD01_E

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

Course Description

The aim of the course is to familiarize students with selected methods and techniques of data analysis in the context of continuously increasing, heterogeneous data sets. To this end, the fundamental relevance of Big Data methods is presented by drawing on the historical development of stored data. One decisive factor here is the continuous transmission Internet of Things sensor data to other systems. This is followed by a short introduction to the essential statistical fundamentals before the individual steps of the data mining process are discussed. In distinction to these classical procedures, selected methods are presented with which stored data in the Big Data context can be made analyzable. As data analysis is subject to certain legal frameworks, this course also covers legal aspects such as data protection. The course concludes with an overview of the practical application of Big Data methods and tools. In particular, fields of application in the industrial context are examined.

Course Outcomes

On successful completion, students will be able to

- distinguish between information and data and know the meaning of these terms for decision-making.
- derive the Big Data issue, especially in connection with Internet of Things, and describe it using examples.
- identify basics from statistics, which are necessary for the analysis of large data sets.
- identify the process of data mining and classify different methods in it.
- identify selected methods and technologies that are used in the Big Data context and apply them to simple examples.
- recognize the legal framework for the application of data analysis in Germany and internationally.
- identify the specific prospects and challenges of applying Big Data analyses in industry.

Contents

1. Introduction to Data Analysis
 - 1.1 Decisions, Information, Data
 - 1.2 Historical Development of Data Storage and Evaluation
 - 1.3 Big Data: Features and Examples
 - 1.4 Data Analysis

- 1.5 Internet of Things as Driver for Big Data
- 2. Statistical Basics
 - 2.1 Descriptive Data Analysis
 - 2.2 Inferential Data Analysis
 - 2.3 Explorative Data Analysis
 - 2.4 Multivariate Data Analysis
- 3. Data Mining
 - 3.1 Knowledge Discovery in Databases
 - 3.2 Association Analysis
 - 3.3 Correlation Analysis
 - 3.4 Forecast
 - 3.5 Cluster Analysis
 - 3.6 Classification
- 4. Big Data Methods and Technologies
 - 4.1 Technology Building Blocks
 - 4.2 MapReduce
 - 4.3 Text- and Semantic Analysis
 - 4.4 Audio and Video Analysis
 - 4.5 BASE and NoSQL
 - 4.6 In-Memory Databases
 - 4.7 Big Data Success Factors
- 5. Legal Aspects of Data Analysis
 - 5.1 Data Protection Principles in Germany
 - 5.2 Anonymization and Pseudonymization
 - 5.3 International Data Analysis
 - 5.4 Performance and Integrity Protection
- 6. Solution Scenarios
- 7. Application of Big Data in the Industry
 - 7.1 Production and Logistics
 - 7.2 Increased Efficiency in the Supply Chain
 - 7.3 Key-Factor Data
 - 7.4 Examples and Conclusion

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

- Akerkar, R., & Srinivas Sajja, P. (2016). Intelligent Techniques for Data Science. Springer.
- Curry, E., Auer, S., Berre, A., J., Metzger, A., Perez, M., S., & Zillner, S. (2022). Technologies and Applications for big data value. Springer. Pages 1–15 & 321–344.
- Hoeren, T., & Kolany-Raiser, B., (Eds.). (2018). Big data in context – Legal, social and technological insights. Springer Nature.
- Illowsky, B., & Dean, S. (2018). Introductory statistics. OpenStax CNX. Chapters 2 & 8.
- Jurafsky, D., & Martin, J. H. (2013). Speech and language processing: an introduction to natural language processing, computational linguistics, and speech recognition (2. ed.). Pearson Prentice Hall.

Study Format Distance Learning

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

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

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

Digital Future Industry

Module Code: DLBLODFI_E

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

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

Module Coordinator

(Digital Future Industry)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Digital Future Industry (DLBLOISCM201_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Digital Future Industry

- IT systems and digital models
- Technology innovations as drivers of Industry 4.0
- Innovative business models through digitization
- Cyber-physical systems and decentralized control structures in digital value chains
- Fields of application and potential uses of big data applications and cloud computing
- Work and education in the age of digitalization
- Future production systems and value chains ("smart" factory)

Learning Outcomes**Digital Future Industry**

On successful completion, students will be able to

- place the importance of process thinking in logistics and in the context of supply chain management, and to name the main features of processes.
- demarcate IT systems for the depiction and support of operational processes, and to describe potentials through digitalization in the area of modeling in the form of the digital twins.
- name and characterize the different phases of the industrial revolution.
- show societal developments and implications for the working world as a result of digitalization and Industry 4.0.
- name technological developments and innovations as drivers of Industry 4.0, and describe the opportunities created by digitalization for the development of innovative business models and apply them in an operational context.
- recognize the potentials of decentralized control structures in digital value networks opened up by digitalization, as well as describe cyber-physical systems and their functionality and importance in the context of real-time control of industrial production.
- structurally present the implications and potentials of digitalization for industrial processes and industrial production.
- show improved analysis capabilities through the use of big data applications and mirror them in operational practice, as well as explain the importance of cloud computing in an industrial context.
- describe the impact of digitalization on the design of future production systems and value chains from a higher-level perspective, and explain the connections to other societal tasks and areas such as education and research.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Transportation & Logistics

Links to other Study Programs of the University

All Bachelor Programs in the Management field

Digital Future Industry

Course Code: DLBLOISCM201_E

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

Course Description

By participating in this course, students gain a comprehensive insight into questions of digitalization in industrial production and value networks. On one hand, the main drivers of Industry 4.0 in the form of technological innovations and their application and deployment fields are addressed and classified according to their potential to improve operational processes and discussed in the context of developing innovative business models. On the other hand, societal challenges of digitalization, particularly with regard to the working world of tomorrow and the design of the human-machine interface, are presented and put up for discussion.

Course Outcomes

On successful completion, students will be able to

- place the importance of process thinking in logistics and in the context of supply chain management, and to name the main features of processes.
- demarcate IT systems for the depiction and support of operational processes, and to describe potentials through digitalization in the area of modeling in the form of the digital twins.
- name and characterize the different phases of the industrial revolution.
- show societal developments and implications for the working world as a result of digitalization and Industry 4.0.
- name technological developments and innovations as drivers of Industry 4.0, and describe the opportunities created by digitalization for the development of innovative business models and apply them in an operational context.
- recognize the potentials of decentralized control structures in digital value networks opened up by digitalization, as well as describe cyber-physical systems and their functionality and importance in the context of real-time control of industrial production.
- structurally present the implications and potentials of digitalization for industrial processes and industrial production.
- show improved analysis capabilities through the use of big data applications and mirror them in operational practice, as well as explain the importance of cloud computing in an industrial context.
- describe the impact of digitalization on the design of future production systems and value chains from a higher-level perspective, and explain the connections to other societal tasks and areas such as education and research.

Contents

1. Systems and Processes in Economy and Logistics
 - 1.1 Systems Thinking and Model Building
 - 1.2 Processes and Process Thinking - Industrial Processes and Business Processes
 - 1.3 Representation of Business Processes in IT Systems
 - 1.4 Automation and Digitalization in Production – The Digital Twin
2. Trends and Developments
 - 2.1 From the Industrial Revolution to Today and Beyond – From Automation to Digitalization
 - 2.2 Production 4.0 and Society 4.0 - Evolution and Revolution, Social Implications
 - 2.3 Human-Robot Cooperation - Developing Competencies for Production Together
 - 2.4 Innovations and Innovation Management in Industry and for Industry 4.0
3. Digital Value Creation Networks
 - 3.1 Decentralized Forms of Control – Self-controlling Production Systems and Swarm Intelligence
 - 3.2 Value Creation in Real-time Control and Governance
 - 3.3 3D Printing and Implications for Industrial Production
 - 3.4 Industrial Processes in a Digital World
4. Dealing with Large Amounts of Data
 - 4.1 Challenges and Strategies in Dealing with Big Data in Production
 - 4.2 Technical Solutions in Various Application Fields – Predictive Maintenance and Artificial Intelligence in Production
 - 4.3 Cloud Services in Tomorrow's Production
 - 4.4 Security and Data Protection
 - 4.5 Implications and Opportunities for Production Logistics
5. Production Systems in a Digital World
 - 5.1 Future Design of Production Systems
 - 5.2 Production Automation and Cyber-Physical Systems
 - 5.3 Digitalization of Global Production and Supply Networks
 - 5.4 The Human in the Production of the Future
 - 5.5 Education for the Digitalized World – Future Skills for Production of Tomorrow
 - 5.6 Gamification for Concept Development in Production
 - 5.7 Current Research Projects for Production

Literature

Compulsory Reading**Further Reading**

- Ghobakhloo, M. (2018). The future of manufacturing industry: A strategic roadmap toward Industry 4.0. *Journal of Manufacturing Technology Management*, 29(6), 910-936.
- Kamble, S. S., Mor, R. S., & Belhadi, A. (2023). Digital transformation and Industry 4.0 for sustainable supply chain performance. Springer.
- Paksoy, T., & Deveci, M. (2023). Smart and sustainable operations and supply chain management in Industry 4.0. Routledge.
- Singh, G., Goel, R., & Garg, V. (2023). Industry 4.0 and the digital transformation of international business. Springer.

Study Format Distance Learning

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

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

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

Global Sourcing

Module Code: DLBINTGS_E

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

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

Module Coordinator

Dr. Muslum Ibrahimov (Global Sourcing)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Global Sourcing (DLBLOGC102_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Global Sourcing

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

Learning Outcomes**Global Sourcing**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Global Sourcing

Course Code: DLBLOGC102_E

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

Course Description

Students learn the basic concepts and methods of global procurement and global purchasing. They will study the operation of globally connected supply and logistics networks. Another aspect is the discussion of cultural peculiarities and specificities focusing on negotiations in an international context.

The topics considered in the course are dealt with at both the strategic and the operational level with a view to the specific handling processes, necessary information flows, as well as legal and formal frameworks.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

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

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

5. Semester

Internship: Business & Management

Module Code: DLBBWPWM_E

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	BA	30	900 h

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

Module Coordinator

Magda Sylwestrowicz (Internship: Business & Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Internship: Business & Management (DLBBWPWM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Internship Reflection Paper (passed / not passed)

Split Exam

Module Contents

Internship: Business & Management

Within the framework of this internship, students document and reflect on their everyday practical experiences. This is based on knowledge they have acquired. Students now apply this theoretical knowledge in various fields of practice and reflect upon it.

Learning Outcomes**Internship: Business & Management**

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Internship: Business & Management

Course Code: DLBBWPWM01_E

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
BA	English		30	none

Course Description

Within the scope of this course, students document and reflect on their everyday practical experience, relating it to the subject-specific and related scientific knowledge bases they have previously learned and developed, as well as previously acquired skills and competencies for action. The students apply their theoretical knowledge in various practical fields and reflect upon it. The connection between theory and practice, the application of knowledge in the practical field, and the reflection of these experiences in relation to theory and personal development are the primary focus.

Course Outcomes

On successful completion, students will be able to

- to transfer theoretical knowledge to practical problems.
- depending on the tasks undertaken, to independently address and manage practical challenges; to reflect on their success.
- to better assess the scope, significance, and limitations of theoretical concepts in light of practical demands.

Contents

- As part of the internship, students document and reflect on their everyday professional experiences in the field of economics. The individual problems and questions that arise are reflected upon from the perspective of professional practice. This module provides students with the opportunity to apply the content they have learned in previous modules through practical reflection and to directly implement practical knowledge where it has been acquired. Various concepts and methods are concretely tested in practice and reflected upon in their specific applications. The basis for this is the documentation, evaluation, and presentation of approaches and methods in the chosen context of action.

Literature

Compulsory Reading

Further Reading

- Within the subject relation, the literature of each module in the program is relevant.

Study Format Distance Learning

Study Format Distance Learning	Course Type Practical Project
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Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Internship Reflection Paper (passed / not passed)

Student Workload					
Self Study 0 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 900 h	Hours Total 900 h

Instructional Methods
Tutorial Support ☒ Course Feed ☒ Intensive Live Sessions/Learning Sprint ☒ Recorded Live Sessions

6. Semester

Project: Megatrends in a Business Context

Module Code: CSEBBWPMU_E

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

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

Module Coordinator

N.A. (Project: Megatrends in a Business Context)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Megatrends in a Business Context (CSEBBWPMU01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Project Report

Split Exam

Module Contents

Project: Megatrends in a Business Context

The course is designed to enable students to identify the impact of megatrends on businesses. Furthermore, students will be equipped to derive appropriate strategic measures that not only allow companies to remain viable in the future but also foster the creation of sustainable competitive advantages. For this purpose, either individual megatrends and their implications may be examined separately, or multiple megatrends and their interdependencies may be analyzed simultaneously.

Learning Outcomes**Project: Megatrends in a Business Context**

On successful completion, students will be able to

- describe the major megatrends of our time.
- analyze the effects of megatrends on a specific company.
- identify the opportunities arising from megatrends for a particular company.
- develop and evaluate actionable options in a competitive context.
- develop a promising strategy.
- present this strategy convincingly in a professional presentation.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Megatrends in a Business Context

Course Code: CSEBBWPMU01_E

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

Course Description

In her cycle "Ein Weberaufstand" (A Weavers' Revolt), Käthe Kollwitz addressed the misery of the Silesian weavers who, in 1844, rose up in protest because their home-produced textiles could no longer compete with industrially manufactured goods. The introduction of the steam engine in combination with the mechanical loom serves as an example of economic structural transformation, which renders established industries obsolete while simultaneously creating new entrepreneurial opportunities. The underlying forces of structural change are today frequently characterized as megatrends. ChatGPT defines megatrends as "a long-term, transformative, and pervasive pattern or shift that exerts a significant influence on various aspects of society, economy, technology, and culture". They emerge from complex interactions among social, economic, technological, demographic, and cultural factors, which drive lasting transformations across multiple domains of society. Prominent examples include: the digitalization of information transmission and processing, digital technologies (such as quantum computing and artificial intelligence), climate change and the decarbonization of the economy, demographic shifts, changing values among employees, and the global redistribution of political power. This course enables students to perceive such megatrends not merely as risks but, above all, as opportunities that may give rise to new entrepreneurial ventures. Through the analysis of a specific, self-chosen company, students will develop future-oriented strategies that leverage megatrends as drivers of innovation and competitiveness. To recall the words of Victor Hugo: "Nothing is more powerful than an idea whose time has come."

Course Outcomes

On successful completion, students will be able to

- describe the major megatrends of our time.
- analyze the effects of megatrends on a specific company.
- identify the opportunities arising from megatrends for a particular company.
- develop and evaluate actionable options in a competitive context.
- develop a promising strategy.
- present this strategy convincingly in a professional presentation.

Contents

- Students independently develop a business-relevant research question and apply the knowledge acquired during their studies to a specific case example. While suggested topics are provided, students are also encouraged to formulate their own questions in relation to a

business of their choice. Within this framework, they are required to design a convincing future-oriented business strategy for the selected company, derived from one or more megatrends. Particular attention must be given to the company's competitive environment, which naturally plays a central role in this process. A core requirement of the proposed strategy is the inclusion of specific, actionable implementation measures. The results of the students' work are to be documented in a PowerPoint presentation. This document must be entirely self-explanatory, as an oral presentation of the results by the students is not envisaged.

Literature

Compulsory Reading

Further Reading

- EY (2020). Are you framing your future or is the future framing you? Understanding megatrends will help you see opportunities where others don't. Megatrends 2020 and beyond. <https://eyfinancialservicesthoughtgallery.ie/wp-content/uploads/2020/07/ey-megatrends-2020.pdf>
- McKinsey & Company (n.d.). The Next Normal. Conjuring the future, one industry at a time. Could this be a glimpse into life in the 2030s?. According to expert, yes. <https://www.mckinsey.com/featured-insights/the-next-normal/2030s>
- Zukunftsinstitut (2023). The Megatrends. <https://www.zukunftsinstitut.de/zukunftsthemen/dossier/megatrends-en>

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

Seminar: Current Issues in Business Administration

Module Code: CSEBBWSATBW_E

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

N.A. (Seminar: Current Issues in Business Administration)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Seminar: Current Issues in Business Administration (CSEBBWSATBW01_E)

Module Exam Type

Module Exam

Study Format: Campus Studies
Written Assessment: Research Essay

Split Exam

Module Contents

Seminar: Current Issues in Business Administration

The seminar addresses current topics in business administration. The main focus areas are updated regularly to reflect the full scope of business administration and to cover the most recent developments.

Learning Outcomes**Seminar: Current Issues in Business Administration**

On successful completion, students will be able to

- independently familiarize themselves with a given topic within the field of business administration.
- conduct targeted research and evaluate topic-specific literature.
- present key characteristics, interrelations, and findings in written form through an academic paper.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Seminar: Current Issues in Business Administration

Course Code: CSEBBWSATBW01_E

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

Course Description

Within the framework of the seminar, students undertake an independent examination of a specific topic in the field of business administration. In this context, they demonstrate their capacity to autonomously familiarize themselves with a subject area of business administration and to systematically document and present the knowledge acquired.

Course Outcomes

On successful completion, students will be able to

- independently familiarize themselves with a given topic within the field of business administration.
- conduct targeted research and evaluate topic-specific literature.
- present key characteristics, interrelations, and findings in written form through an academic paper.

Contents

The seminar deals with current topics in business administration, with varying areas of focus. Each participant will prepare a research essay on an assigned topic.

Literature

Compulsory Reading

Further Reading

- Brealey, R., Myers, S., Allen, F., & Edmans, A. (2023). Principles of Corporate Finance (14th ed.). McGraw Hill.
- Busulwa, R., & Evans, N. (2021). Digital Transformation in Accounting. Routledge.
- Dessler, G. (2023). Human Resource Management (17th ed.). Pearson Education.
- Hemmer, M. C., & Fröhlich, T. (2025). The Art of Thesis Writing: From Understanding Research to Writing Success (2nd ed.). Unchained Intellect Press.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2024). Marketing 6.0. The future is immersive. John Wiley & Sons, Inc.

Study Format Campus Studies

Study Format Campus Studies	Course Type Campus Lecture
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Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Research Essay

Student Workload					
Self Study 114 h	Contact Hours 36 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 150 h

Project: Intercultural Challenges in International Business

Module Code: DLBINTEPICIB

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

Prof. Dr. John Stanley (Project: Intercultural Challenges in International Business)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Intercultural Challenges in International Business (DLBINTEPICIB01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Oral Project Report

Split Exam

Module Contents

Project: Intercultural Challenges in International Business

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

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

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Intercultural Challenges in International Business

Course Code: DLBINTEPICIB01

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

- Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. *International Business Review*, 29(4), 101660.
- Cuypers, I. R., Ertug, G., Cantwell, J., Zaheer, A., & Kilduff, M. (2020). Making connections: Social networks in international business. *Journal of International Business Studies*, 51, 714-736.

- Hampden-Turner, C., Trompenaars, F., & Hampden-Turner, C. (2020). *Riding the waves of culture: Understanding diversity in global business*. Hachette UK.
- Hennart, J. F., Majocchi, A., & Hagen, B. (2021). What's so special about born globals, their entrepreneurs or their business model?. *Journal of International Business Studies*, 52(9), 1665-1694.
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- Nambisan, S., Zahra, S. A., & Luo, Y. (2019). Global platforms and ecosystems: Implications for international business theories. *Journal of International Business Studies*, 50, 1464-1486.
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- Zou, T., Ertug, G., Cuypers, I. R., & Ferrin, D. L. (2023). Trust across borders: a review of the research on interorganizational trust in international business. *Journal of International Business Studies*, 1-23

Study Format Distance Learning

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

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

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

Seminar: Current Issues in International Management

Module Code: DLBINTSATIM_E

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

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

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Seminar: Current Issues in International Management (DLBINTSATIM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Research Essay

Split Exam

Module Contents

Seminar: Current Issues in International Management

This seminar deals with current issues in international management.

Learning Outcomes**Seminar: Current Issues in International Management**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programmes in the Business & Management fields

Seminar: Current Issues in International Management

Course Code: DLBINTSATIM01_E

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

Course Description

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

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Deep Learning in Business Contexts: Predictive Analytics

Module Code: DLBAIBEDLBCPA

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	DLBDSEAIS01 or DLBDSEAIS01-01_D	BA	5	150 h

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

Module Coordinator

Kerron Samaroo (Deep Learning in Business Contexts: Predictive Analytics)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Deep Learning in Business Contexts: Predictive Analytics (DLBAIBEDLBCPA01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents**Deep Learning in Business Contexts: Predictive Analytics**

- Deep Learning Applications
- Time Series Forecasting
- Customer Segmentation Techniques
- Chatbots
- Automated Decision-Making Systems
- Service personalization

Learning Outcomes**Deep Learning in Business Contexts: Predictive Analytics**

On successful completion, students will be able to

- understand and apply deep learning techniques for enhancing predictive analytics in business-focused environments.
- exhibit proficiency in using deep learning models for complex tasks such as time series forecasting.
- demonstrate the ability to integrate deep learning strategies into customer segmentation and personalization processes.
- utilize advanced techniques, such as recurrent neural networks and transfer learning, in business analytics scenarios.
- analyze and identify anomalies in data using deep learning-based detection systems to automate decision making.
- design chatbots for personalized customer services

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Deep Learning in Business Contexts: Predictive Analytics

Course Code: DLBAIBEDLBCPA01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
BA	English		5	DLBDSEAIS01 or DLBDSEAIS01-01_D

Course Description

With the evolution of technologies and the pressing demand for smart solutions, deep learning continues to shape the dynamics of businesses globally. Businesses, in an effort to optimize operations and improve outcomes, are promptly harnessing the potential of deep learning for improving business parameters. Students will be provided with an extensive understanding of deep learning techniques and their application across diverse business domains. The content will primarily delve into techniques such as time series forecasting, customer segmentation, fraud detection, prediction of customer behavior, personalization of services, as well as automated customer support through chatbots, using real-world scenarios that ensure practical learning. Students will possess the skills required to leverage the power of deep learning for making informed business decisions.

Course Outcomes

On successful completion, students will be able to

- understand and apply deep learning techniques for enhancing predictive analytics in business-focused environments.
- exhibit proficiency in using deep learning models for complex tasks such as time series forecasting.
- demonstrate the ability to integrate deep learning strategies into customer segmentation and personalization processes.
- utilize advanced techniques, such as recurrent neural networks and transfer learning, in business analytics scenarios.
- analyze and identify anomalies in data using deep learning-based detection systems to automate decision making.
- design chatbots for personalized customer services

Contents

1. Introduction to Deep Learning and Predictive Analytics
 - 1.1 Overview of Deep Learning
 - 1.2 Fundamentals of Predictive Analytics
 - 1.3 Role of Deep Learning in Predictive Analytics

2. Deep Learning Applications in Time Series Forecasting
 - 2.1 Introduction to Time Series Forecasting
 - 2.2 Deep Learning Models for Forecasting
3. Customer Segmentation with Deep Learning Techniques
 - 3.1 Basics of Customer Segmentation
 - 3.2 Role of Deep Learning in Customer Segmentation
 - 3.3 Deep Learning for Personalized Customer Services
4. Advanced Techniques: Recurrent Neural Networks and Transformers
 - 4.1 Introduction to Recurrent Neural Networks
 - 4.2 Transformer Models and their Applications
 - 4.3 Real World Implementations in Business Contexts
5. Anomaly Detection and Automated Decision Making Systems
 - 5.1 Introduction to Anomaly Detection
 - 5.2 Automated Decision Making with Deep Learning
 - 5.3 Explainability of Automated Decision Making Systems
6. Voice assistants and chatbot technologies
 - 6.1 Design of voice assistants and Chatbots
 - 6.2 Data analytics for personalized Chatbot

Literature

Compulsory Reading

Further Reading

- Gholami, S., Zarafshan, E., Sheikh, R., & Sana, S. S. (2023). Using deep learning to enhance business intelligence in organizational management. *Data Science in Finance and Economics*, 3(4), 337–353.
- Kanan, T., Mughaid, A., Al-Shalabi, R., Al-Ayyoub, M., Elbes, M., & Sadaqa, O. (2023). Business intelligence using deep learning techniques for social media contents. *Cluster Computing: The Journal of Networks, Software Tools and Applications*, 26(2), 1285–1296.
- Lemonakis, C., & Zopounidis, C. (2023). The future of business: Artificial intelligence, machine learning and deep learning. *Handbook of Research on Artificial Intelligence, Innovation and Entrepreneurship* (pp.46-54)
- Schmitt, M. (2023). Deep learning in business analytics: A clash of expectations and reality. *International Journal of Information Management Data Insights*, 3(1).

- Zhang, C., Sjarif, N. N. A., & Ibrahim, R. (2024). Deep learning models for price forecasting of financial time series: A review of recent advancements: 2020–2022. *WIREs: Data Mining & Knowledge Discovery*, 14(1), 1–33.

Study Format Distance Learning

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

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

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

Project: AI in Finance

Module Code: DLBAIBEPAIF

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

N.N. (Project: AI in Finance)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: AI in Finance (DLBAIBEPAIF01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: AI in Finance

Students will explore the multidimensional realm of artificial intelligence, its inherent characteristics, and myriad applications that it offers in the financial domain. They will investigate the potentials and pitfalls of AI and machine learning, and the corresponding influence on asset management, algorithmic trading, and more.

Learning Outcomes**Project: AI in Finance**

On successful completion, students will be able to

- gain an all-inclusive perspective of AI, Machine Learning, and Deep Learning, opening up multiple dimensions of technological advancements in the financial sector.
- understand the history of AI in the financial industry, understanding its strategic drivers, and current manifestation.
- recognize and appreciate the variations in AI applications and benefits pivotal to the world of finance, including robo-advisors and other technologies.
- determine use cases, examples, and case studies relevant to critical financial domains.
- formulate insightful discussions on AI adoption, posing potential challenges like data protection, ethical considerations, and the feasibility of scalability in finance.
- get attuned to the dynamics of AI regulations in finance, comprehending policy implications across the globe, enriching their sense of internationality.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: AI in Finance

Course Code: DLBAIBEPAIF01

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

Course Description

Paralleling the rapid progression of technology, artificial intelligence (AI) has become an integral part of financial processes across the globe. Students conduct an in-depth exploration into the fascinating world of AI, machine learning, and deep learning technologies, charting their transformative impact within the financial landscape. It presents an opportunity for students to develop an understanding of the historical progression of AI, its current status, and the driving forces behind its evolution. They will examine numerous applications of these technologies in finance and critically discuss their benefits, challenges, and ethical considerations. This not only broadens their knowledge horizon but deepens it by connecting theoretical knowledge to practical applications.

Course Outcomes

On successful completion, students will be able to

- gain an all-inclusive perspective of AI, Machine Learning, and Deep Learning, opening up multiple dimensions of technological advancements in the financial sector.
- understand the history of AI in the financial industry, understanding its strategic drivers, and current manifestation.
- recognize and appreciate the variations in AI applications and benefits pivotal to the world of finance, including robo-advisors and other technologies.
- determine use cases, examples, and case studies relevant to critical financial domains.
- formulate insightful discussions on AI adoption, posing potential challenges like data protection, ethical considerations, and the feasibility of scalability in finance.
- get attuned to the dynamics of AI regulations in finance, comprehending policy implications across the globe, enriching their sense of internationality.

Contents

- Students will cover a range of topics such as AI and machine learning in financial processes, asset management, algorithmic trading, credit scoring mechanisms, and customer service dynamics among others. They will critically evaluate numerous use cases, examples, and case studies, ensuring an in-depth understanding of the subject matter. Students will delve into pertinent challenges associated with AI adoption, protection of data, ethical considerations, and the feasibility of AI scalability in financial processes. Furthermore, topics such as regulatory aspects of AI technology's integration into financial processes are covered, enriching students' knowledge by exploring international policy responses and implications.

A close and critical engagement with the content paves way for a progressive learning platform, encouraging and rewarding active involvement in intellectual discourse. Also, data privacy aspects will be discussed as these are inherent to sensitive financial data.

Literature

Compulsory Reading

Further Reading

- Ashfaq, M., Hasan, R., & Mercon, J. (2023). Central bank digital currencies and global financial system: Theory and practice. De Gruyter.
- Dewasiri, N. J., Karunaratne, K. S. S. N., Menon, S., Jayarathne, P. G. S. A., & Rathnasiri, M. S. H. (2023). Fusion of artificial intelligence and blockchain in the banking industry: Current application, adoption, and future challenges. In A. Saini & V. Garg (Eds.), *Transformation for sustainable business and management practices: Exploring the spectrum of Industry 5.0* (pp. 293-307). Emerald Publishing Limited.
- Kumari, B., Kaur, J., & Swami, S. (2024). Adoption of artificial intelligence in financial services: A policy framework. *Journal of Science and Technology Policy Management*, 15(2), 396-417.
- Nooren, M., Shafique, A., Ahmed, Z., & Ashfaq, M. (2023). Banking 4.0: Artificial intelligence (AI) in banking industry & consumer's perspective. *Sustainability*.
- Yanting, Z., & Ali, M. (2023). Artificial intelligence, digital finance, and financial inclusion: A conceptual framework. In C.-M. Leong, M. Ali, S. A. Raza, C.-H. Puah, & I. H. Eksi (Eds.), *Financial inclusion across Asia: Bringing opportunities for businesses* (pp. 77-85). Emerald Publishing Limited.

Study Format Distance Learning

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

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

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

Project: Sustainable Entrepreneurship

Module Code: DLBEPWSEP1_E

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

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

Module Coordinator

Dr. Karsten Hurrelmann (Project: Sustainable Entrepreneurship)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Sustainable Entrepreneurship (DLBEPWSEP01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: Sustainable Entrepreneurship

Sustainable Entrepreneurship deals with the basics of sustainability and sustainable business idea generation and development. It provides students not only with the understanding of the fundamentals of doing business in a sustainable manner, but as well offers the practical experience to develop a sustainable business idea.

Learning Outcomes

Project: Sustainable Entrepreneurship

On successful completion, students will be able to

- understand the relevance and different types of sustainable business ideas and models,
- develop a market-oriented business idea with a high sustainable impact for a relevant problem using the principles of sustainable entrepreneurship and business models,
- classify and relate their developed business ideas with typical frameworks of sustainable entrepreneurship, e.g. UN sustainable development goals (SDGs),
- discuss potential business models and funding options for their sustainable business idea, define and conduct a market test to prove the value proposition, business, and market potential,
- estimate and calculate the concrete sustainable impact, e.g. decarbonization effect, reduction of waste, changing people's behavior and lifestyle towards sustainability,
- recognize and design for their sustainable business idea the relevant marketing and distribution measures to spread their sustainable ideas.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Quality and Sustainability Management

Links to other Study Programs of the University

All Bachelor Programs in the Management field

Project: Sustainable Entrepreneurship

Course Code: DLBEPWSEP01_E

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

Course Description

In this course, students learn to develop a sustainable business idea using current methods of sustainable business modelling and entrepreneurship. The impact of the business idea due to sustainability will be estimated and transformed into the major element of the value proposition. By doing so, the students will not only learn the fundamentals of sustainable entrepreneurship, but as well experience them by their own real development of a sustainable business idea.

Course Outcomes

On successful completion, students will be able to

- understand the relevance and different types of sustainable business ideas and models,
- develop a market-oriented business idea with a high sustainable impact for a relevant problem using the principles of sustainable entrepreneurship and business models,
- classify and relate their developed business ideas with typical frameworks of sustainable entrepreneurship, e.g. UN sustainable development goals (SDGs),
- discuss potential business models and funding options for their sustainable business idea, define and conduct a market test to prove the value proposition, business, and market potential,
- estimate and calculate the concrete sustainable impact, e.g. decarbonization effect, reduction of waste, changing people's behavior and lifestyle towards sustainability,
- recognize and design for their sustainable business idea the relevant marketing and distribution measures to spread their sustainable ideas.

Contents

- New entrepreneurial businesses can provide innovative solutions to the many contemporary sustainability challenges faced by societies and economies. The course will teach the concept of sustainable business models and their role for sustainable entrepreneurship. Students will learn how to develop ideas and experiment with sustainable business models, with a focus on the value proposition and the sustainable impact at the heart of these models. The ideas address sustainability or climate crisis challenges transforming them into value propositions as well as test these in the field. Based on the creation of a self-developed sustainable business idea and model students will go through the complete process of sustainable business modelling. The important step of the process is the development of a sustainable business idea for a relevant problem (using the SDG framework: the UN sustainable development goals, definition of the value proposition and

market-oriented business model incl. funding options). In addition, core tasks of the course are the estimation and calculation of the sustainable impact of the new developed idea in comparison to existing solutions in the market. Hereby, the emphasis is to outline the impact by showing e.g. the decarbonization effect of the idea. The course is framed as a problem-based and practise-oriented learning experience. Therefore, the project of each student will describe the sustainable business idea with its business model and impact estimations. The sustainable business idea can be either a self-developed or fictitious idea.

Literature

Compulsory Reading

Further Reading

- Ibisch, P./Molitor, H./Conrad, A./Walk, H./Mihotovic, V./Geyer, J. (2019): Humans in the global ecosystem: An introduction to sustainable development, Oekom, München.
- Bland, D./Osterwalder, A. (2019): Testing Business Ideas. Wiley & Sons, Inc. Hoboken, New Jersey.
- United Nations Environment Programme (UNEP (2016): A framework for shaping sustainable lifestyles – Determinants and strategies. UNEP, Nairobi.
- Osterwalder, A./Pigneur, Y./Bernarda, G./Smith, A. (2014): Value Proposition Design: How to Create Products and Services Customers Want. Wiley & Sons, Inc. Hoboken, New Jersey.
- Boons, F./Lüdeke-Freund, F. (2013): Business models for sustainable innovation: state-of-the-art and steps towards a research agenda, Journal of Cleaner Production, 45, p. 9–19.
- Schaltegger, S./Wagner, M. (2011): Sustainable entrepreneurship and sustainability innovation: categories and interactions, Business Strategy and the Environment, 20(4), p. 222–237.

Study Format Distance Learning

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

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

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

Project: Business Model Development

Module Code: DLBEPPGE_E

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

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

Module Coordinator

Prof. Dr. Lena Bernhofer (Project: Business Model Development)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Business Model Development (DLBEPPGE01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Oral Project Report

Split Exam

Module Contents

Project: Business Model Development

The course conveys the methodological principles of business model development as well as the design of different business models. By applying these methods, the students generate a business model for a self-developed or fictitious business idea.

Learning Outcomes**Project: Business Model Development**

On successful completion, students will be able to

- define and differentiate between various business models.
- design several alternatives of business models for a self-developed or fictitious business project.
- verify the most promising alternative of the developed business models on the market using a market test.
- determine and calculate the revenue and success potential for the most relevant business models based on the results of the market test.
- select the business model with the greatest market and success potential.
- present the business model of the business idea and its success potential based on market feedback and analysis in a project presentation.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Project: Business Model Development

Course Code: DLBEPPGE01_E

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

Course Description

In this course, students learn to develop different business models. In addition to teaching different business model alternatives, methods for business model development are conveyed. To apply this knowledge practically, different business model options for a self-developed or fictitious business project are designed by each student, the business model with the greatest market potential is selected and presented in a project presentation.

Course Outcomes

On successful completion, students will be able to

- define and differentiate between various business models.
- design several alternatives of business models for a self-developed or fictitious business project.
- verify the most promising alternative of the developed business models on the market using a market test.
- determine and calculate the revenue and success potential for the most relevant business models based on the results of the market test.
- select the business model with the greatest market and success potential.
- present the business model of the business idea and its success potential based on market feedback and analysis in a project presentation.

Contents

- The course will teach the methodical basics and procedures for developing a business model for a start-up. The students gain knowledge about relevant methods such as the Business Model Canvas, Business Model Navigator, Business Model Framework and the Scenario Technique and they learn how to apply these to their own or a fictitious business project. The phases for developing the business model for the business project are the identification and design of different business model types, validating the alternatives with the highest potential for success with a market test, calculating the revenue and success potential and, on this basis, selecting the best business model for the start-up. The success factors for a prosperous business model are conveyed and reflected directly through the application. The results will be presented and explained in the form of a project presentation, as it is usual for start-ups in form of so-called "investor pitches". The project presentations will include the basic procedure, the most relevant business model variants and the selected

business model with the calculation and presentation of the income and profit potential in the identified market. The developed business model should refer to a self-developed or fictitious business plan.

Literature

Compulsory Reading

Further Reading

- Blank, S./Dorf, B. (2018): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, John Wiley & Sons Verlag, New Jersey.
- Gassmann, O./Frankenberger, K./Csik, M. (2017): The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Financial Times Prent., London. Osterwalder, A./Pigneur, Y. (2014): Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons Verlag, New Jersey.
- Osterwalder, A./Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons Verlag, New Jersey.

Study Format Distance Learning

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

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

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

Change Management

Module Code: DLBDBCM_E

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

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

Module Coordinator

Prof. Dr. John Stanley (Change Management)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Change Management (DLBDBCM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Change Management

- Introduction to Change Management
- Understanding and Shaping Change
- Phase Models of Change Management
- Phases of the Change Process
- Change Communication
- Influencing Factors and Typical Errors in Change Management
- Operational Instruments in the Context of Change Management

Learning Outcomes**Change Management**

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Business field

Change Management

Course Code: DLBDBCM01_E

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

Course Description

The pace of change in markets, technologies and customer behavior has increased significantly. These developments offer growth opportunities for companies - new business models, merging markets, changed customer behavior. To utilize future potentials, companies need to implement changes effectively and quickly. To do this, it is essential to know the meaning, structure, roles of the people involved, possible bottle neck situations and communication within the framework of change management. A great number of change programs regularly fail in the operational implementation. Therefore, knowledge of the systematic approach to the change process is necessary to successfully manage change in and of the company. People and processes play a central role in this procedure.

Course Outcomes

On successful completion, students will be able to

- explain the management of change in its broadest sense.
- identify the characteristics and procedures by which necessary changes in companies can be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- identify and analyze the need for change.
- outline typical tasks of managers in initiating and accompanying change processes.
- explain essential and effective techniques and tools of change processes and apply them.
- evaluate the success of change processes and measures.
- develop meaningful ways of dealing with resistance that arises in the change process.

Contents

1. Introduction to Change Management
 - 1.1 Terms and Definitions
 - 1.2 Limitations of Change Management
 - 1.3 Models of Change
2. Causes and Triggers of Change
 - 2.1 Change and Transformation
 - 2.2 External Triggers of Change

- 2.3 Internal Triggers for Change
- 3. The company as an Obstacle to Change
 - 3.1 Obstacles at Organizational Level
 - 3.2 Collective Obstacles
 - 3.3 Economic Obstacles
- 4. Resistance at Individual Level
 - 4.1 Manifestations of Individual Resistance
 - 4.2 Causes and Triggers of Individual Resistance
 - 4.3 Actions towards Resistance
- 5. Change as a Management Task
 - 5.1 Success Factors of Change Management
 - 5.2 Management Tasks in Change
 - 5.3 Change Management Activity Plans
- 6. Leading Change
 - 6.1 Success Factor: Leadership and Manager
 - 6.2 Leadership Roles and Functions
 - 6.3 Change Communication
- 7. Management of Change Projects
 - 7.1 Change Management Models
 - 7.2 Organization of Change Management
 - 7.3 Controlling and Evaluation of Change Projects

Literature

Compulsory Reading

Further Reading

- Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.
- Hayes, J. (2018). The theory and practice of change management [electronic resource] (Fifth edition). Palgrave Macmillan.

Study Format Distance Learning

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

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

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

Corporate Communication

Module Code: DLBINTCC_E

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

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

Module Coordinator

Christina Abdel Shafi (Corporate Communication)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Corporate Communication (DLBPRWCCPR01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Corporate Communication

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

Learning Outcomes**Corporate Communication**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the Marketing & Communication field

Corporate Communication

Course Code: DLBPRWCCPR01_E

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

Course Description

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

This course combines targeted theoretical and strategic principles with practical knowledge of the content, methods, instruments and structures of corporate communication.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

- 3.2 Corporate Language
- 3.3 Corporate Culture
- 4. Corporate Identity in Focus
 - 4.1 Visual Branding: Corporate Design
 - 4.2 Non-Visual Branding: Corporate Identity
- 5. Corporate Communication and Digitalization
 - 5.1 Challenges of Multi-Channel Communication
 - 5.2 Outlook: Trends and Developments in the Age of Digitalization

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Project: Business Intelligence

Module Code: DLBCSEBI2

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

Prof. Dr. Silke Vaas (Project: Business Intelligence)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Business Intelligence (DLBCSEBI02)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: Business Intelligence

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

Learning Outcomes**Project: Business Intelligence**

On successful completion, students will be able to

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

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Project: Business Intelligence

Course Code: DLBCSEBI02

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

Course Description

Using well-known methods and techniques from the field of Business Intelligence, students will work independently on a practical question in this course.

At the end of the course you will be able to independently design and prototype Business Intelligence applications based on concrete requirements.

Course Outcomes

On successful completion, students will be able to

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

Contents

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

Literature

Compulsory Reading

Further Reading

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

Study Format Distance Learning

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

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

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

Project: Object Oriented and Functional Programming with Python

Module Code: DLBDSOOFPP

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

Prof. Dr. Max Pumperla (Project: Object Oriented and Functional Programming in Python)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Object Oriented and Functional Programming in Python (DLBDSOOFPP01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Portfolio

Split Exam

Module Contents

Project: Object Oriented and Functional Programming in Python

- This course introduces the students to the advanced programming concepts of object orientation and functional programming and how they are realized in the Python programming language.

Learning Outcomes**Project: Object Oriented and Functional Programming in Python**

On successful completion, students will be able to

- explain basic notions in object-oriented programming such as functions and classes.
- understand object-oriented programming concepts and their relation to software design and engineering.
- describe advanced function concepts in Python.
- recognize important ideas from functional programming.
- recall important libraries for functional programming in Python.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Data Science & Artificial Intelligence

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Project: Object Oriented and Functional Programming in Python

Course Code: DLBDSOOFPP01

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

Course Description

Students will build upon their foundational knowledge of Python programming, by exploring advanced Python programming concepts. To this end, important notions of object-oriented programming like classes and objects and pertaining design principles are outlined. Starting from an in-depth discussion of advanced features of Python functions, functional programming concepts and their implementation in Python are conveyed.

Course Outcomes

On successful completion, students will be able to

- explain basic notions in object-oriented programming such as functions and classes.
- understand object-oriented programming concepts and their relation to software design and engineering.
- describe advanced function concepts in Python.
- recognize important ideas from functional programming.
- recall important libraries for functional programming in Python.

Contents

- Students are being provided with a thorough introduction to important notions and concepts from the domain of object-oriented programming such as classes, objects, abstraction, encapsulation, inheritance, polymorphism, composition, and delegation. Additionally, the functional programming paradigm and pertaining ideas like functions as first class objects, decorators, pure functions, immutability and higher order functions are conveyed. Pursuant to the portfolio course type, the aforementioned concepts and ideas are explored by hands-on programming projects.

Literature

Compulsory Reading

Further Reading

- Lott, S. F. (2018). Functional Python programming: Discover the power of functional programming, generator functions, lazy evaluation, the built-in itertools library, and monads (2nd ed.). Packt Publishing.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly.
- Phillips, D. (2018). Python 3 object-oriented programming: Build robust and maintainable software with object-oriented design patterns in Python 3.8 (3rd ed.). Packt Publishing.
- Ramalho, L. (2015). Fluent Python: Clear, concise, and effective programming. O'Reilly.

Study Format Distance Learning

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

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

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

Project: Production and Logistics

Module Code: DLBLOPPL_E

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

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

Module Coordinator

Ulrich Baumert (Project: Production and Logistics)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Project: Production and Logistics (DLBLOPPL01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Project Report

Split Exam

Module Contents

Project: Production and Logistics

This module focuses on the teaching and application of methods and instruments that support management decisions in the context of production setup and production planning. Both strategic network planning and the operation of production logistics are addressed. Strategic planning includes topics such as selection of site location and strategic production planning, while operations planning includes lot-size planning and production scheduling.

Learning Outcomes**Project: Production and Logistics**

On successful completion, students will be able to

- understand the different planning tasks involved in setting up and operate production and assign the planning tasks to different decision-making levels.
- know optimizing and heuristic procedures for selection of site location and apply them exemplarily.
- distinguish methods and tools for demand forecasting and demand planning and implement quantitative methods for demand forecasting and demand planning.
- determine methods for material requirements in production planning and implement those methods exemplary.
- know and apply optimizing and heuristic methods of lot-size planning and scheduling for production.

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Transportation & Logistics

Links to other Study Programs of the University

All Bachelor Programs in the Transport & Logistics fields

Project: Production and Logistics

Course Code: DLBLOPPL01_E

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

Course Description

There are many different questions to be answered and decisions to be made when designing and operating a production network. At the strategic level, these decisions include the structure of the production network, while at the operational level, the planning of the production logistics is addressed. Using a concrete planning example, the students learn relevant methods of decision support and can apply these methods to the use case. From the choice of site location and strategic production planning to scheduling in production, methods and instruments for all planning and decision-making levels are presented and applied as examples.

Course Outcomes

On successful completion, students will be able to

- understand the different planning tasks involved in setting up and operate production and assign the planning tasks to different decision-making levels.
- know optimizing and heuristic procedures for selection of site location and apply them exemplarily.
- distinguish methods and tools for demand forecasting and demand planning and implement quantitative methods for demand forecasting and demand planning.
- determine methods for material requirements in production planning and implement those methods exemplarily.
- know and apply optimizing and heuristic methods of lot-size planning and scheduling for production.

Contents

- In this course, students learn in a business game how to the setup and operate a car plant. Applying suitable methods, instruments and procedures is necessary to successfully pass through the different phases of production planning and to make valid decisions. Starting with the selection of site location and site layout planning, students work successively on the creation of strategic production plans such as demand forecasts, production programs and material requirements plans. The strategic plans are then translated into tactical-operational planning objects such as production lots and production schedules. After successful completion of the business game, students deepened their knowledge in a project report on selected topics of production planning and production logistics.

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

- Bozarth, C., & Handfield, R. (2019). Introduction to operations and supply chain management, Pearson.
- Chopra, S. (2019). Supply chain management: strategy, planning, and operation (7th edition), Pearson.
- Donald Bowersox, David Closs, & M. Bixby Cooper. (2020). Supply Chain Logistics Management: Vol. Fifth edition, McGraw-Hill Education.
- Heizer, J., Render, B., & Munson, C. (2020). Principles of operations management: Sustainability and supply chain management. Pearson.
- Slack, N., & Brandon-Jones, A. (2019). Operations Management (Ninth edition). Pearson.

Study Format Distance Learning

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

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

Instructional Methods	
Tutorial Support ☒ Course Feed ☒ Intensive Live Sessions/Learning Sprint	Exam Preparation ☒ Guideline

Smart Factory

Module Code: DLBDSSEF1

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

Sahar Qaadan (Smart Factory)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Smart Factory (DLBDSSEF01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Module Contents

Smart Factory

- Motivation and Definition of Terms
- Development of Automation
- Technological Basics and Standards
- Basic concepts of a Smart Factory
- Reference Architectures
- Smart Factory Engineering
- Safety and Security

Learning Outcomes

Smart Factory

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Links to other Modules within the Study Program

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

Links to other Study Programs of the University

All Bachelor Programs in the IT & Technology field

Smart Factory

Course Code: DLBDSESF01

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

Course Description

In this course, students will gain a deeper insight into the networking and digitization of production facilities by examining a Smart Factory. For this purpose, they will be familiarized with the basic goals of a Smart Factory in the context of the research complex Industry 4.0. After a brief introduction to the history of automation, students will learn the technical basics and standards required to design and operate a Smart Factory. Building on this, they will learn how these individual technologies are used to implement the central concepts of a Smart Factory. In order to understand which components a Smart Factory consists of, different reference architectures are presented and compared. The course concludes with the special engineering challenges of an autonomously acting and decentralized production plant. Above all, this includes IT security, which is particularly relevant due to the digital networking of production facilities and products.

Course Outcomes

On successful completion, students will be able to

- understand the term Smart Factory in the context of Industry 4.0.
- be able to trace the development of automation to a fully autonomous, non-centrally organized production plant.
- understand the basic technologies and standards used to design and operate a Smart Factory.
- understand the essential concepts of a Smart Factory.
- identify and differentiate between the individual elements of a Smart Factory using different reference architectures.
- understand the special engineering challenges in the Smart Energy context.
- understand the special safety risks of digitized and networked production plants and assign concrete recommendations for action.

Contents

1. Motivation and Definition of Terms
 - 1.1 Goals of Smart Factory
 - 1.2 Internet of Things
 - 1.3 Cyber-Physical Systems
 - 1.4 Cyber-Physical Production Systems
 - 1.5 Smart Factory as a Cyber-Physical (Production) System

2. Development of Automation
 - 2.1 Automation Pyramid
 - 2.2 Networked, Decentralized Organization of Production
 - 2.3 Future Challenges
3. Technological Basics and Standards
 - 3.1 Identification of Physical Objects
 - 3.2 Formal Description Languages and Ontologies
 - 3.3 Digital Object Memory
 - 3.4 Physical Situation Recognition
 - 3.5 (Partially) Autonomous Action and Cooperation
 - 3.6 Human-Machine Interaction
 - 3.7 Machine to Machine Communication
4. Basic Concepts of a Smart Factory
 - 4.1 Order-Controlled Production
 - 4.2 Bundling of Machine and Production Data
 - 4.3 Supporting People in Production
 - 4.4 Intelligent Products and Resources
 - 4.5 Smart Services
5. Reference Architectures
 - 5.1 Purpose and Properties of Reference Architectures
 - 5.2 Overview of Standardization Initiatives
 - 5.3 CyProS Reference Architecture
 - 5.4 RAMI 4.0 (DIN SPEC 91345)
6. Smart Factory Engineering
 - 6.1 Classification of Different Engineering Tools
 - 6.2 Virtual Engineering
 - 6.3 User-Centered Design
 - 6.4 Requirements Engineering
 - 6.5 Modelling
 - 6.6 Integration of Classic and Smart Components

Literature**Compulsory Reading**

Further Reading

- Butun, I. (2020). Industrial IoT: Challenges, design principles, applications, and security. Springer.
- Drossel, W. G., Ihlenfeldt, S., Lanzger, T., & Dumitrescu, R. (2019). Cyber-physical systems. In R. Neugebauer (Ed.), Digital transformation (pp. 189–213). Springer.
- Durakbasa, N. M., & Gençyılmaz, M. G. (Eds.). (2021). Digital conversion on the way to Industry 4.0. Springer.
- Ustundag, A., & Cevikcan, E. (2018). Industry 4.0: Managing the digital transformation. Springer.

Study Format Distance Learning

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

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

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

Bachelor Thesis

Module Code: DLBBT

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

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

Module Coordinator

Degree Program Advisor (SGL) (Colloquium) / Degree Program Advisor (SGL) (Bachelor Thesis)

Information about the Module Coordinator without guarantee

Contributing Courses to Module

- Bachelor Thesis (DLBBT01)
- Colloquium (DLBBT02)

Module Exam Type

Module Exam

Split Exam

Bachelor Thesis

- Study Format "Distance Learning": Bachelor Thesis

Colloquium

- Study Format "Distance Learning": Colloquium

Module Contents**Colloquium**

Colloquium on the bachelor's thesis

Bachelor Thesis

- Bachelor's thesis
- Colloquium on the bachelor's thesis

Learning Outcomes**Colloquium**

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).

Bachelor Thesis

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Links to other Modules within the Study Program

All modules in the Bachelor program

Links to other Study Programs of the University

All Bachelor Programs in distance learning

Bachelor Thesis

Course Code: DLBBT01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
BA	English		9	none

Course Description

The aim and purpose of the bachelor's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the bachelor's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyze a selected problem with scientific methods, critically evaluate it, and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic chosen by the student from their respective field of study should meet the acquired scientific competences, deepening their academic knowledge and skills in order to meet the future needs of the field.

Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- independently analyze selected tasks with scientific methods, critically evaluate them, and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyze existing (research) literature appropriate to the topic of their bachelor's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

Contents

- The bachelor's thesis must be written on a topic that relates to the content of the respective major field of study. In the context of the bachelor's thesis, the problem, as well as the scientific research goal, must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove their ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

Literature

Compulsory Reading

Further Reading

- Lipson, C. (2018). How to write a BA thesis. A practical guide from your first ideas to your finished paper (2nd ed.). University of Chicago Press.
- Turabian, K. L. (2013). A Manual for Writers of Research Papers, theses, and dissertations (8th ed.). University of Chicago Press.
- Selection of literature according to topic

Study Format Distance Learning

Study Format Distance Learning	Course Type Thesis Course
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Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Bachelor Thesis

Student Workload					
Self Study 270 h	Contact Hours 0 h	Tutorial/Tutorial Support 0 h	Self Test 0 h	Independent Study 0 h	Hours Total 270 h

Instructional Methods

Colloquium

Course Code: DLBBT02

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
BA	English		1	none

Course Description

The colloquium will take place after the submission of the bachelor's thesis. This is done at the invitation of the experts. During the colloquium, students must prove that they have independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student as well as the answering of questions by experts.

Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study using academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in their bachelor's thesis.
- demonstrate that they can actively answer subject-related questions from the subject experts (reviewers of the bachelor's thesis).

Contents

- The colloquium includes a presentation of the most important results of the bachelor's thesis, followed by the student answering the reviewers' technical questions.

Literature

Compulsory Reading

Further Reading

- Subject specific literature chosen by the student

Study Format Distance Learning

Study Format Distance Learning	Course Type Thesis Course
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Information about the examination	
Examination Admission Requirements	Online Tests: no
Type of Exam	Colloquium

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

Instructional Methods