

Study Schedule

International Business and Management, B.A.



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1. Information About Study Programme

The degree programme **International Business and Management, B.A.** at Rhine-Waal University of Applied Sciences is aimed at students who would like to acquire comprehensive knowledge and skills in the most important areas of business administration and economics in a practice-oriented, wide-ranging business degree programme. The special features of the degree programme are:

- the interdisciplinary structure of the course, which focuses on the social megatrends of digitalisation and sustainability,
- the close link between theory and practice from an international perspective, which prepares students for a globalised and digitalised world,
- teaching is conducted entirely in English language,
- a compulsory semester abroad, at one of many partner universities worldwide, and
- a degree programme advisory board consisting of academics from outside the university and representatives from the professional practice of regional companies and institutions, which provides important external impulses for critical reflection, strategic development and continuous improvement of the quality of the degree programme.

From the first semester onwards, students will be able to analyse issues and challenges facing internationally active companies from various perspectives and develop applied solutions based on their in-depth knowledge. In the further course

- students acquire interdisciplinary future skills and methodological competences, as well as critical thinking, team skills, the ability to actively shape change and data literacy. For this reason, project and group-orientated working and learning formats are increasingly used from the second semester onwards,
- students specialise in important areas of business administration in the form of interdisciplinary projects and compulsory elective modules,
- students acquire well-founded specialist, methodological and social skills that enable them to act independently and successfully in a specialist or management position on the national and international labour market, depending on their own thematic focus,
- field trips to international companies help to further strengthen the practical relevance of the programme.

The dual version of the degree programme in close cooperation with the Kleve Berufskolleg offers participating students a special opportunity to combine studies and vocational training without compromising the quality standards of the two institutions. Alongside their university studies, they complete one of two possible apprenticeships, as an industrial clerk or as a wholesale and foreign trade clerk. As a result, in addition to the theoretical content of the university courses and the school-based training, they also gain in-depth practical and professional experience in the training company.

Upon successful completion of the programme, graduates are awarded a Bachelor of Arts degree. The degree programme trains students to become internationally minded generalists who have the necessary business management skills to achieve sustainable success in a constantly changing, digitalised and globalised world. It also provides a solid foundation for a subsequent Master's degree in the specialisation of the student's choice. Previous experience has shown that graduates can successfully enrol on a Master's degree programme in many different disciplines, including in all areas of economics at the top business faculties of European universities.

2. Study Programme

2.1 Recommended Study Plan

SEMESTER 1	Introduction to Business Administration	Business Mathematics	Research Skills	Business IT: Principles and Applications	Human Resource Management and Organisational Behaviour	Introduction to Economics
SEMESTER 2	Descriptive Statistics	Introduction to Accounting	Marketing	Business Ethics and Sustainability	Introduction to Law	Public Finance and Taxation
SEMESTER 3	Finance	International Accounting	Digital Transformation and Business Innovation	Interdisciplinary Project	Elective Modules 1	
SEMESTER 4	Controlling	International Economics	Supply Chain Management and Logistics	Project – Current Topics and Trends	Elective Modules 2	
SEMESTER 5	International Business I	Study Semester Abroad Reflection Report	Study Semester Abroad			
SEMESTER 6	International Business II	Business Analysis	Project Management and Management Skills	Strategic Management and Leadership	Decision and Game Theory	Sustainability
SEMESTER 7	Internship or Applied Project		Bachelor Thesis			Colloquium

No.	Modules	CH	V	S	Ü	Pra	Pro	Ex	CP	WS1	SS2	WS3	SS4	WS5	SS6	WS7
IBM 1 6201	Introduction to Business Administration	4	4					P	5	5						
IBM 1 6203	Business Mathematics	4	2		2			P	5	5						
IBM 1 6349	Research Skills	4		4				T	5	5						
IBM 1 6245	Business IT: Principles and Applications	4	2		2			P	5	5						
IBM 1 6246	Human Resource Management and Organisational Behaviour	4	2		2			P	5	5						
IBM 1 6102	Introduction to Economics	6	4		2			P	5	5						
IBM 2 6209	Descriptive Statistics	4	2		2			P	5		5					
IBM 2 6029	Introduction to Accounting	4	2		2			P	5		5					
IBM 2 6216	Marketing	4	2		2			P	5		5					
IBM 2 6207	Business Ethics and Sustainability	4	4					P	5		5					
IBM 2 6202	Introduction to Law	4	4					P	5		5					
IBM 2 6213	Public Finance and Taxation	4	4					P	5		5					
IBM 3 6247	Finance	4	2		2			P	5			5				
IBM 3 6211	International Accounting	4	2		2			P	5			5				
IBM 3 6248	Digital Transformation and Business Innovation	4	2		2			P	5			5				
IBM 3 6118	Interdisciplinary Project	2					2	P	5			5				
IBM 4 6249	Controlling	4	2		2			P	5				5			
IBM 4 6222	International Economics	4	3		1			P	5					5		
IBM 4 6210	Supply Chain Management and Logistics	4	4					P	5					5		
IBM 4 6215	Project - Current Topics and Trends	2					2	P	5					5		
	Elective Subjects	16	16					P	20			10	10			
IBM 3 6262	International Marketing	4						P	5							
IBM 3 6231	International Human Resource and Diversity Management	4						P	5							
IBM 3 6230	Competition and Regulation	4						P	5							
IBM 3 6229	Social Structure Analysis	4						P	5							
IBM 3 6232	Economics of Digital Markets	4						P	5							
IBM 4 6357	International Capital Markets and Sustainability Reporting	4						P	5							
IBM 4 6358	Entrepreneurship	4						P	5							
IBM 4 6259	Inferential Statistics and Statistics Software	4						P	5							
IBM 4 6260	Human Behaviour in the Digital Age	4						P	5							
IBM 4 6261	Scientific Methods and Philosophy of Science	4						P	5							
IBM 3/4 6036	Foreign Language	4						P	5							
IBM 5 6250	International Business I [ONLINE]							T	5					5		
IBM 5 6251	Semester Abroad							T	20					20		
IBM 5 6252	Semester Abroad Reflection Report							T	5					5		
IBM 6 6253	International Business II	4		2	2			T	5						5	
IBM 6 6221	Business Analysis	4	2		2			P	5						5	
IBM 6 6254	Project Management and Management Skills	4		2	2			P	5						5	
IBM 6 6255	Strategic Management and Leadership	4	2		2			P	5						5	
IBM 6 6214	Decision and Game Theory	4	3		1			P	5						5	
IBM 6 6256	Sustainability	4	2	2				P	5						5	
IBM 7 6257	Internship or Applied Project							T	15							15
IBM 7 6041	Bachelor Thesis							P	12							12
IBM 7 6042	Colloquium							P	3							3
Total		118	72	10	32	0	4		210	30	30	30	30	30	30	30

Abbreviations: CH = Contact Hours; V = Lecture; S = Seminar; Ü = Exercise; Pra = Practice, Pro = Project; P = Project; Ex = Examination; T = Certificate; CP = Credit Points; W1 = Winter Term; ST = Summer Term.

Dual Study Program

No.	Modules	CH	V	S	Ü	Pra	Pro	Fx	CP	WS1	SS2	WS3	SS4	WS5	SS6	WS7	SS8
IBM 1 6201	Introduction to Business Administration**	4	4					P	5	5							
IBM 1 6203	Business Mathematics	4	2		2			P	5	5							
IBM 1 6349	Research Skills	4		4				T	5	5							
IBM 1 6246	Human Resource Management and Organisational Behaviour	4	2		2			P	5	5							
IBM 1 6102	Introduction to Economics	6	4		2			P	5	5							
IBM 2 6029	Introduction to Accounting**	4	2		2			P	5	5							
IBM 2 6202	Introduction to Law**	4	4		2			P	5	5							
IBM 2 6209	Descriptive Statistics	4	2		2			P	5	5							
IBM 2 6216	Marketing	4	2		2			P	5	5							
IBM 2 6207	Business Ethics and Sustainability	4	4					P	5	5							
IBM 2 6213	Public Finance and Taxation	4	4					P	5	5							
IBM 3 6245	Business IT: Principles and Applications	4	4					P	5	5							
IBM 3 6247	Finance	4	2		2			P	5	5							
IBM 3 6211	International Accounting	4	2		2			P	5	5							
IBM 3 6118	Interdisciplinary Project	2					2	P	5	5							
IBM 4 6222	International Economics	4	3		1			P	5	5			5				
IBM 4 6210	Supply Chain Management and Logistics	4	4					P	5	5			5				
IBM 5 6248	Digital Transformation and Business Innovation	4	2		2			P	5	5				5			
	Elective Subjects*	16	16					P	20				10	10			
IBM 4 6357	International Capital Markets and Sustainability Reporting	4						P	5								
IBM 4 6358	Entrepreneurship	4						P	5								
IBM 4 6259	Inferential Statistics and Statistics Software	4						P	5								
IBM 4 6260	Human Behaviour in the Digital Age	4						P	5								
IBM 4 6261	Scientific Methods and Philosophy of Science	4						P	5								
IBM 5 6262	International Marketing	4						P	5								
IBM 5 6231	International Human Resource and Diversity Management	4						P	5								
IBM 5 6230	Competition and Regulation	4						P	5								
IBM 5 6229	Social Structure Analysis	4						P	5								
IBM 5 6232	Economics of Digital Markets	4						P	5								
IBM 4/5 6036	Foreign Language	4						P	5								
IBM 6 6249	Controlling	4	2		2			P	5						5		
IBM 6 6221	Business Analysis	4	2		2			P	5						5		
IBM 6 6254	Project Management and Management Skills	4		2	2			P	5						5		
IBM 6 6255	Strategic Management and Leadership	4	2		2			P	5						5		
IBM 6 6214	Decision and Game Theory	4	3		1			P	5						5		
IBM 6 6256	Sustainability	4	2	2				P	5						5		
IBM 7 6250	International Business I [ONLINE]							T	5							5	
IBM 7 6251	Semester Abroad							T	20							20	
IBM 7 6252	Semester Abroad Reflection Report							T	5							5	
IBM 8 6253	International Business II	4		2	2			T	5								5
IBM 8 6257	Internship or Applied Project**							T	15								15
IBM 8 6215	Project - Current Topics and Trends	2					2	P	5								5
IBM 8 6041	Bachelor Thesis							P	12								12
IBM 8 6042	Colloquium							P	3								3
Total		118	72	10	32	0	4		210	25	30	20	20	15	30	30	40

Abbreviations: CH = Contact Hours; V = Lecture; S = Seminar; Ü = Exercise; Pra = Practice; Pro = Project; P = Project; P = Examination; T = Certificate; CP = Credit Points; WT = Winter Term; ST = Summer Term.

**The modules are attended at the cooperating vocational college. Credit is awarded after successful completion of the IHK examination. The grades from the final certificate of the vocational college are relevant.

2.2 Description of Modules

Module IBM 1 6201: Introduction to Business Administration

Classification	Study Semester	Offer	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term	-	English	Prof. Dr. Wögen Tadsen

Size of group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Explain the characteristics of business administration by exploring primary and support activities of Porter's Value Chain in order to foster a holistic understanding on the broad scope of business administrations, including its various functions and roles in organisations. • Outline the organisational context within which businesses operate with a model of organisation environments to facilitate the connection between internal and external factors that may influence the operational dynamics within different business environments. • Gain an overview of strategic management with the strategic management framework to align long-term business strategies with organisational goals and operational activities. • Examine different types of organisational structures in order to understand and explain their influence on strategy formation, decision-making and operations. • Explore the foundational principles of business management, including financial management, to explain how they underpin effective organisational operations. • Perform a value chain analysis and discuss various activities that businesses can do to create value and gain competitive advantages. • Foster critical thinking skills through discussions that encourage individuals to apply their understanding of business conduct across various scenarios. • Stay updated with current trends and challenges in business administration, such as sustainability, technological advancements, and globalization to be prepared for continuous changing environment within the fields of applied sciences.

Content
• Business administration as a science and in practice • Core business functions (general management and organisation, HR management, operations, marketing, finance, financial and managerial accounting) and their interdependencies • Porter's Value Chain

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Oral exam, assignment or any combination	2.92 %

Module IBM 1 6203: Business Mathematics

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term	TL 1 6203	English	Prof. Dr. Thomas-Patrick Schmidt

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Understand and apply mathematical tools in order to calculate key figures required for analysis and decision making in the areas of economics, business and taxation. - Illustrate standard economic issues with mathematical models. - Apply relevant mathematical approaches to finance and accounting problems.

Content
The following core mathematical concepts relevant to economics, business management and taxation will be covered: - Functions of one or more variables (coordinates and graphs, basic rules of algebra, fractions, powers, roots, indexes, logarithmic and exponential functions) - Linear, non-linear and simultaneous equations - Financial mathematics (percentage, change, simple and compound interest, annuity, net present value, internal rate of return) - Differentiation (basic rules, product rule, quotient rule, chain rule, partial derivatives) - Unconstrained and constrained optimization problems (maximum and minimum, substitution method, Lagrange multiplier) - Integration (basic rules, area under a curve, definite integral, product and substitution rule) - Matrix algebra (addition and subtraction, multiplication, equation systems, determinants, inversion)

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam	2.92 %

Module IBM 1 6349: Research Skills

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term	TL 2 6349	English	Prof. Dr. Marina Gregorić

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Define fundamental principles of research skills to identify different problems in business sector. • Distinguish primary and secondary sources of data to utilize already existing and primary research methods. • Differentiate qualitative and quantitative research methods to gain competencies in collecting data from both perspectives. • Collect primary data by interviews and surveys to practice research skills and apply them in relevant industry sector for problem solving. • Cite sources according to academic standards. • Write an academic research report to exercise writing skills.

Content
• Introduction to research • Sources of research topics and ideas • Formulating research aims and objectives • Developing a conceptual framework • Writing a research proposal • Primary and secondary data sources • Qualitative research • Quantitative research • Data collection methods • Data analysis and interpretation • Report writing skills

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Certificate	Assignment	Unmarked

Module IBM 1 6245: Business IT: Principles and Applications

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term	-	English	Prof. Dr. Ulrich Pfeiffer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Articulate the significance of IT in modern digital transformation by analysing its historical and present-day applications to assess its evolving role in business. • Differentiate between data and information by employing basic networking and database concepts to effectively manage and utilize data in a business context. • Differentiate between different types of software and hardware by studying computer architecture and software categories to understand the interplay between software and hardware platforms. • Evaluate the integration of IT in business processes by exploring corporate IT functionalities and the potential of emerging digital technologies to enhance business operations. • Create basic applications by utilizing foundational programming techniques to obtain first experiences in the world of coding. • Describe the core principles of AI by examining its applications and relationship with other digital technologies to engage in informed discussions about the evolving role of AI in business and society. • Identify potential cyber vulnerabilities by applying foundational information security principles to draft preliminary security strategies. • Collaboratively produce basic digital projects by leveraging varied software tools, to translate theoretical knowledge to tangible digital outcomes and experience digital collaboration.

Content
The module introduces the fundamentals of IT. It bridges the gap between core digital principles and hands-on software applications, equipping students with both theoretical insights and practical skills for the digital business landscape. • Digital Foundations: Introduction to the pivotal role of Information Technology in steering digital transformation. • From Data to Information: Basics of Networking & Databases • Software & Hardware: The interplay between software and hardware, including an introduction to computer architecture and software types. • Business IT & Modern Technologies: Grasping the functionalities of corporate IT, its role in operations, and the implications of emerging technologies like cloud computing, IoT, and blockchain. • Programming Fundamentals: Introduction to the basics of programming, complemented by foundational web/app development insights. • Artificial Intelligence: Conceptual foundations, core concepts and business applications of AI. • Cyberthreat & Information Security: Addressing the risk of cyber threats and the importance of data protection and information security systems. • Applied Software in Action: Hands-on engagement with practical applications, from mastering MS Office and AI tools to low-code development and first steps into scripting and programming.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Assignment	2.92 %

Module IBM 1 6246: Human Resource Management and Organisational Behaviour

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term	-	English	Prof. Dr. Wögen Tadsen

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
After successful completion of the module, students will be able to: • Explain the HRM process by describing the most typical activities of HR departments to foster an understanding of the alignment of activities for designing change management processes. • Cite a diverse range of terms across various activities within the HR management process to leverage their existing familiarity with HR vocabulary and the specific language associated with HR functions in an organisation. • Compare various designs of typical HR functions (e.g. recruiting, onboarding, training and development) and their influence on organisational outcomes by applying the knowledge of HR cases in order to enhance students' abilities in making informed decisions when crafting HR strategies and processes. • Assess the quality of figures by interpreting terms and their connections, dependencies and relationships. • Distinguish between operative and strategic activities of HRM to guide the decision-making on aligning HR efforts and allocating resources effectively. • Develop ideas about various internal or external factors influencing HR tasks in order to gain a comprehensive understanding of the systemic nature of the field of study. • Gain insight into distinct roles within teams and leadership behaviour by applying team and leadership models to self-reflect and assess one's own and others' roles in teams, fostering effective teamwork and collaboration.

Content
The course teaches students the need for Human Resource Management (HRM) within national and international companies and introduces into basic concepts and selected models of Business Psychology and Organisational Behaviour with a focus on topics which are relevant for HRM. The course takes a broad view on human resources while introducing the current methods, policies and practices. Main topics to be covered include: • Roles, goals, challenges and strategic planning of HRM • Activities and implementation of HRM • HRM across different organizational structures • Recruitment and selection processes • On-boarding and off-boarding • Leadership types and styles development • Performance measurement and appraisal • Motivation and incentive mechanisms • Teamwork and internal relations • Compensation, rewards, and fringe benefits

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 1 6102: Introduction to Economics

Classification	Study Semester	Offer	Equivalent	Language	Responsible Professor
Required Module	1	Winter Term + Summer Term	IR 1 6102 TL 2 6102	English	Prof. Dr. Hasan Alkas

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	90 h	60 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the course, students will be able to: - Describe the basic mechanisms at work in the economic system at micro and macro level. - Illustrate the theoretical foundations of demand and supply, the role of consumers, producers and the public sector, especially in the context of monetary markets and macroeconomic framework. - Discuss and compute different means and measures affecting the economy in the short- and long-run. - Interpret and relate theories to individuals as they try to maximize their utility, to businesses that try to maximize profits and to the whole of society as it attempts to use its scarce resources efficiently. - Solve simple diagrammatic and algebraic models in micro- and macroeconomics and to identify as well as analyse and develop applications and transfer of these models to real cases.

Content
- Basic microeconomic concepts, tools and theoretical foundations (economic principles, supply and demand, economics of the public sector, production costs and the organisation of markets, economics of factor markets, consumer preferences and budget constraints, Market Equilibrium and Elasticity, the role of pricing and principal-agent problems) - Basic macroeconomic concepts, tools and theoretical foundations (macroeconomic accounts and data, the goods market, monetary markets and policy, labour market and unemployment, aggregate supply and demand, short-run fluctuations, long-run economic development, analysis of economic policies)

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam	2.92 %

Module IBM 2 6209: Descriptive Statistics

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	-	English	Prof. Dr. Gernot Müller

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
The module aims to familiarize students with the first steps of the statistical process, i.e. data collection, organization and summary, typically utilized in empirical research and applied by corporate management and public administration. Upon successful completion of the module, students will be able to: • Use the main concepts and techniques stated below. • Assess the relevance and shortcomings of these approaches. • Apply the statistical methods in order to solve realistic decision problems, practical case studies and exercises from business. • Draw conclusions from available data.

Content
The module covers the basic concepts of descriptive statistics and probability theory. The main focus is on the following topics: • Data collection, organization and presenting techniques • Measures of central tendency, position, dispersion and concentration • Probability theory and selected probability distributions • Sampling theory and distributions

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam	2.92 %

Module IBM 2 6029: Introduction to Accounting

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	GD 4 6029	English	Prof. Dr. Ralf Bauer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
6	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of this module, students will be able to: - Distinguish between bookkeeping and cost accounting to understand their importance and interrelations. - Differentiate and analyse cash-flows, expenses, and costs to separate impacts in Finance, Financial Accounting, and Management Accounting. - Apply the system of double entry bookkeeping to record business transactions and to draft simple financial statements from bookkeeping data. - Analyse the effects of different accounting alternatives/ methods on business decisions.

Content
The lecture covers two aspects: (1) Bookkeeping - Introduction into accounting – a common overview of both parts - The accounting equation and system of accounts - Recording of business transactions - The adjusting process - Booking of merchandising operations - Booking of production operations (2) Cost accounting - Fundamentals of management accounting - Cost type accounting - Cost centre accounting - Cost object accounting - Activity based costing - Common costs as challenge in decision making

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam or assignment	2.92 %

Module IBM 2 6216: Marketing

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	-	English	Prof. Dr. Marina Gregorić

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of this module, students will be able to: - Identify different marketing concepts related to marketing mix to understand the importance of marketing in economic sector. - Distinguish types and methods of basic marketing research concepts to apply them in different business fields. - Analyze internal and external business environment to respond to market challenges and contribute to business development. - Elaborate communication mix and its importance for successful marketing to promote products and services to specific market segments. - Propose and evaluate a marketing plan for selected business/product/service to gain competitive advantage.

Content
- A conceptual definition of marketing - The marketing environment - Social responsibility of marketing - Market research - Consumer behaviour - Market segmentation and Positioning - Product - Place - Price - Promotion - Digital marketing - Creation of marketing plan

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment, or any combination	2.92 %

Module IBM 2 6207: Business Ethics and Sustainability

Classification	Study Semester	Offer	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	-	English	Prof. Dr. Wögen Tadsen

Size of group	Workload	Contact Hours	Self-Study	Credit Points
60	150h	60h	90h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes*

Upon successful completion of this module, students will be able to:

- Define the meaning of doing business ethics by discussing the foundational principles that guide ethical behavior and decision-making within the business context to form a solid understanding of the core principles of business ethics.
- Perform a stakeholder analysis by using the power-interest matrix to visualize stakeholder influence, in order to prioritize and manage stakeholder relationships and make informed decisions.
- Discuss the role of corporate social responsibility in business by delving into the concept of CSR, fostering a comprehensive understanding of the ethical and social responsibilities of businesses and their impact on stakeholder and the broader community.
- Discover the role of sustainability in business by exploring principles and practices of sustainable development, in order to equip students with the knowledge and awareness needed to recognize the importance of sustainability in modern business, make informed decisions that balance economic, environmental, and social factors, contributing to the long-term well-being of organisations, communities, and the environment.
- Deconstruct the ethical decision-making process by utilizing the framework for understanding ethical decision-making in business to gain a comprehensive understanding of the ethical decision-making process within the business domain, enabling to navigate complex ethical dilemmas, make sound ethical choices, and uphold ethical standards in organisational settings.
- Establish a foundational understanding of argumentation and academic writing through a series of critical thinking workshops and assignments, providing necessary knowledge to communicate ideas effectively and enhance critical thinking skills.

Content

- Introduction to business ethics
- Stakeholder and social responsibility
- Corporate social responsibility
- CSR and ethics management
- Sustainability and the Triple-Bottom-Line
- Business responses to sustainability issues
- Emerging business ethics issues
- Ethical decision making
- Critical thinking workshops

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 2 6202: Introduction to Law

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	-	English	Prof. Dr. Heiko Wilde

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Identify and describe fundamental practically highly relevant legal issues in the fields of contracts and corporations by using basic legal knowledge in these fields. - Argue simple cases regarding frequently recurring situations. - Act as an intermediary for the legal profession in the area of civil law and business law, in order to relate such practically highly relevant legal issues in the fields of contracts and corporations to various real-life situations and in order to consider them for the purpose of the management of a business.

Content
- Civil law: Introduction - Contracts: Formation, cancellation, fulfillment, breach - Litigation in civil law - Foundation and fundamentals of inner workings of a corporation, using a GmbH as an example

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 2 6213: Public Finance and Taxation

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	2	Summer Term	-	English	Prof. Dr. Gregor van der Beek

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 1 6102: Introduction to Economics	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Describe and summarize the public expenditure and the public revenues in industrialized and developing countries, with a special focus on Germany. - Analyze public finances in an international setting and interpret the decision-making process of the public budget. - Critically examine and reflect government expenditure and public revenue policies in order to estimate their incentive effects. - Apply theories of and approaches to public expenditure and public revenues to a variety of policy fields in national and international scenarios. Furthermore, after successful completion of the taxation part of the module, students will be able to: - Know what are the taxes which are relevant for businesses. - Understand how taxation rules are designed and these rules are in line with economic theory. - Use simple mathematical calculations to understand the influence of the tax system on business decisions.

Content
- Government expenditure in industrialized and developing countries - Public revenues in industrialized and developing countries - The positive and normative economic approach to government budgets especially to taxes and public debt - Critical discussions of fiscal government programs - Selected public re-distribution policies - Discussion of the role, rationale, objectives, and consequences of government intervention into the economic and social system - Overview over the 3 important categories of taxes (on income, on wealth, on consumption) and how they function - Rules for income and corporation tax and the German trade tax as examples for how income tax rules work - The economic constraints which explain why the basic rules of e.g. income taxation are as they are; - The impact of tax rules on business decisions with regard e.g. to the choice of the location of the enterprise, the choice of the legal form of the enterprise, the choice between debt financing and equity financing, and similar other business decisions

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 3 6247: Finance

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	3	Winter Term	-	English	Prof. Dr. Jörn Sickmann

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
The module is intended to familiarise the students with the basic principles of corporate finance. Students will learn the most important concepts related to investment, financing and valuation. The module teaches students fundamental topics, such as investment decision rules, cost of capital, financial valuation, risk and optimization of capital structure. By the end of the module, students will be able to apply the techniques they have learned to real-life situations. They will gain a better understanding of the underlying norms of decision-making in the area of finance and a first understanding of cultural differences that are particularly relevant for managers working in multinational corporations. They will also be enabled to critically reflect on existing paradigms, such as the shareholder value approach, and be introduced to behavioural and experimental finance as complementary approaches to traditional finance.

Content
Main topics to be covered include the following: • Introduction to corporate finance • International finance • Financial statement analysis • Arbitrage and financial decision making • Time value of money • Investment decision rules • Fundamentals of capital budgeting • Valuing bond, stocks • Capital markets and the pricing of risk • Capital asset pricing model • Capital structure • Introduction to behavioural and experimental finance

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 3 6211: International Accounting

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	3	Winter Term	-	English	Prof. Dr. Philipp Schorn

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 2 6029: Introduction to Accounting	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Gain a basic understanding of financial reporting in accordance with IFRS in order to comprehend the importance of the financial reporting function for the company. • Apply selected standards to prepare financial statements in accordance to IFRS. • Critically evaluate IFRS standards from the perspective of preparers of reports but also from the perspective of users of financial statements in order to assess the quality and limits of information reported in financial statements. • Apply the Conceptual Framework and the IFRS Standards to select new simple cases in teams and are able to defend their positions in order to solve basic financial reporting problems not explicitly covered by a standard. • Gain an understanding of the importance of IFRS-reporting for capital markets in order to acknowledge the requirement for ethical and professional standards for accountants. • Understand and evaluate the key differences between IFRS rules and principles and German GAAP in order to assess the impact of different accounting standards on financial statements.

Content
• Introduction to International Financial Reporting: Development from national to global accounting standards, organizational set up of the IASB, process of standard development • IASB's conceptual framework • Financial statement presentation • Recognition and measurement of financial statement elements: tangible and intangible fixed assets, inventories, financial assets, liabilities, equity • Cash flow statements • Other reporting tools (segment reporting, non-financial information etc.)

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, term paper or any combination	2.92 %

Module IBM 3 6248: Digital Transformation and Business Innovation

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	3	Winter Term	-	English	Prof. Dr. Ulrich Pfeiffer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Analyze historical milestones by studying the phases of digital transformation to contextualize current and future business scenarios. - Design user-focused business ideas by understanding the nature of digital customer relationships to enhance market adaptability and user experiences. - Apply creative methodologies by exploring the overlap of creativity and technology to develop innovative digital solutions. - Craft digital business models by understanding the balance between digital initiatives and long-term business practices to ensure business sustainability and adaptability. - Model and refine the value stream by grasping operational efficiency concepts to translate them into value delivery mechanisms. - Practice agile methodologies by learning the principles of agile collaboration to enhance team productivity in digital settings. - Evaluate data-driven insights by understanding the strategic and ethical implications of data to develop business strategies. - Synthesize a comprehensive digital business proposal by integrating their learned concepts and skills to create and pitch a viable digital product or service.

Content
The module delves into the transformative role of digital practices in today's business landscape. Through theory and hands-on projects, students learn to design customer-centric digital strategies and develop innovative business solutions. - Evolution of Digital Transformation: Introduction to the evolution and key moments in digital transformation - User Centricity: Examination of the digital user's growing importance and the redefined nature of customer relationships. - Digital innovation: Exploration of the role of creativity and creative methods in shaping new digital solutions. - Strategies & Business Models: Understanding the balance between digital initiatives and long-term business models and the role of strategy in the digital world. - Digital Value Creation: Delineation of value streams, business process modeling, and the significance of value stream mapping. - Harnessing Data for Businesses: Strategic data utilization, ethical data considerations, and the implications for business development. - Agile Collaboration & Team Dynamics: Introduction to the principles of agile methodologies and the essence of effective team dynamics in digital projects. - Hands-On Digital Business Development: The comprehensive process of conceptualizing, strategizing, pitching and launching a digital product or service.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 3 6118: Interdisciplinary Project

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	3	Winter Term	-	English / German	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	30 h	120 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Independently and collaboratively conduct interdisciplinary project work by integrating perspectives from different academic disciplines. - Apply project management principles to plan, execute, and evaluate interdisciplinary projects in diverse teams. - Analyse complex topics from multiple academic and professional viewpoints, critically assessing relevant stakeholders and their roles. - Develop innovative solutions for interdisciplinary challenges by synthesizing insights from various fields. - Present and communicate project outcomes effectively to different audiences, using appropriate methods and formats. - Reflect on their own role and contributions within interdisciplinary teamwork, demonstrating adaptability and problem-solving skills. - Address ethical considerations and cultural perspectives relevant to interdisciplinary work. - Develop transferable skills in project management, strategic thinking, and communication, fostering career readiness in international, public, and private sectors.

Content
- Theoretical and practical aspects of interdisciplinary project management, including key challenges and strategies. - Exploration of interdisciplinary collaboration: advantages, barriers, and techniques for effective teamwork. - Choice of thematic projects: students select from a range of projects that vary in academic focus and practical application. - Hands-on project work: small teams conduct independent research, develop solutions, and implement project plans. - Stakeholder engagement: understanding and addressing different perspectives, interests, and roles in interdisciplinary projects. - Presentation and reflection: students communicate findings, receive peer and instructor feedback, and critically assess their project experiences.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Assignment	2.92 %

Module IBM 3 6262: International Marketing

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	3	Winter Term	-	English	Prof. Dr. Marina Gregorić

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Identify international marketing mix and new market opportunities businesses can apply for expansion to international markets. - Analyze international competitive markets by comparing different international markets and trends in building successful marketing strategies. - Categorize international target markets to anticipate the opportunities to expand to international markets by appealing to specific target customer groups. - Differentiate international marketing strategies for entering foreign markets to identify the most profitable internationalization strategy. - Create/design a specific marketing mix for an international product/service/brand using digital marketing strategies.

Content
- Introduction to international marketing - Environmental analysis - International marketing strategies - International brand perception and customer analysis - International market segmentation - International positioning - Current and future trends in internationalization - Digital marketing strategies in international markets - Creation of International Marketing Plan

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment, or any combination	2.92 %

Module IBM 3 6231: International Human Resource and Diversity Management

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	3	Winter Term	-	English	Prof. Dr. Wögen Tadsen

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 1 6246: Human Resource Management and Organisational Behaviour	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Classify organisations according to their international business activities. • Detect problems and areas of responsibility for HR departments in international organisations. • Integrate key activities of international HRM (e.g. expatriate management) into the context of HRM. • Connect an increase of internationalisation of organisations with an increase of diversity related issues. • Transform strategic diversity and international HR objectives into functional and operational goals. • Formulate strategies and objectives of Diversity Management within different levels of organisational goal hierarchies. • Utilise instruments of Diversity Management. • Utilise instruments of strategic Management to foster diversity and internationalisation of organisations. • Understand the opportunities and limits of international HR and Diversity Management. • Identify issues and challenges of international HR and Diversity Management. • Assess potential solutions to issues of international HR and Diversity Management.

Content
• International Businesses and Multi National Enterprises (MNE's) • Strategic Aspects of International Human Resource Management • Organizational Aspects of Human Resource Management • International Recruiting • Expatriate Management • International Development and Training • International Performance Management • Diversity Management in Germany and Internationally • Legal Basis of Diversity Management • Key issues of Diversity Management • Strategic and operational Diversity Management

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 3 6230: Competition and Regulation

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	3	Winter Term	-	English	Prof. Dr. Jörn Sickmann

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
This course is designed to provide students with a comprehensive understanding of competitive strategies and rules for fair competition. Students will understand the principles, economic rationale and recent developments in competition policy and market regulation. Students are sensitized to the limits of competitive strategies and the beginning of anti-competitive illegal strategies. They understand which business models are based on or have been made possible by state intervention and which business opportunities result from this. Students will be able to: • Develop the ability to analyze markets, identify strategies to establish market entry barriers and anti-competitive practices, and understand business implications of regulatory interventions by government agencies. • Learn about managerial implications and be sensitized about the sometimes-fine line between tough competition and anti-competitive behaviour • Apply theoretical knowledge to real-world scenarios and critically evaluate them. • Explore the wider economic and political implications as well as the ethical dimensions, considering factors such as fairness, consumer rights and sustainability. • Gain a basic understanding of the economics of digital markets, in particular tendencies towards monopoly ("winner takes all" characteristics) and how competition policy and market regulation can contribute towards a competitive level-playing field in such markets. • Acquire interdisciplinary skills, particularly in the interplay of economics, management and law.

Content
Economists emphasize the importance of competition due to its positive impact on economic efficiency, consumer welfare, innovation, and overall economic well-being. In market economies, competition policy and regulatory measures play a crucial role in encouraging fair competition, deterring anti-competitive practices, and guaranteeing a level playing field for both businesses and consumers. There are more than 140 countries worldwide (as of 2020) with competition laws in place. The economic integration has facilitated the formation of cartels and anti-competitive practices on an international level. Mergers, acquisitions and joint ventures often have an international dimension, are subject to merger control and must not be completed before clearance by (often multiple) antitrust authorities. Competition policy and market regulation influence economic interactions between multinational companies and trade relationships between nations. This module explores key economic theories surrounding competition policy and market regulation and their managerial implications. It considers recent developments in economic thought and policymaking. In particular, the following topics will be covered: • Benefits of competition (incl. classroom game) • Agreements which restrict competition (incl. classroom computer experiment) • Competitive strategies and abuse of market dominance (incl. Harvard vs. Chicago debate) • Merger control (incl. discussion on consumer vs. welfare standards) • State aid control (incl. "national" or European champions" debate, competitive neutrality and EU Foreign Subsidies Regulation) • Traditional monopoly regulation and the "wave of liberalization" differences liberalization, deregulation & privatization, regulatory induced business models)

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 3 6229: Social Structure Analysis

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	3	Winter Term	-	English	Prof. Dr. Ingrid Jungwirth

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
After successful completion of the module, students will be able to: - Understand basic concepts and theories of social inequality as well as social stratification and they will be able to apply these to case studies in order to analyze the social conditions under which individuals in a given society live and how social structures have an impact on individuals' opportunities and experiences. - Understand that different forms of inequality intersect and reinforce one another. Specifically, they will be able to understand how class, ,race'/ethnicity, gender, age and other determinants of social inequality intersect in the structure of a given society. - Understand how ranking systems based on categories like wealth, gender, ,race'/ethnicity, or age form important structural features of society. They will be able explain to which extent the distribution of power and resources is related to these structures in society. - Read statistical data and apply theories of social inequality on case studies. These insights and competences will enable students to understand, what motivations and orientations individuals have, for example future clients or customers of businesses as well as employees. Based on this, products and services can be developed in a better way and the interests of employees are better understood and can be considered in the development of a company's strategies: - Research, structure and analyze information, recognize interrelations and interpret findings on this basis as well as present them. - Analyze complex questions and tasks with appropriate methods and expert knowledge in a professional way and will be able to come to substantial decisions on these grounds. These competences will enable students to research, work on and present insights in a systematical way, based on scientific findings: - Cooperate in a work group, in order to reach defined aims. - These competences will enable students to develop their skills in cooperation as a core competence in present work places.

Content
Lecture: - The lecture gives insight in theories of social inequality and the analysis and measuring of social stratification. Life chances are distributed unequally in society. One important issue of theories of social inequality is to understand to what extent belonging to certain social strata or to social groups determines participation in economy and society. - Topics are theories of social class, social status, functional stratification, social space and practice, social milieus, theories on the construction of ,race', the construction of gender. Measures of social structure are a further issue. - Questions raised are: Why does social inequality exist? How is it reproduced? What are dimensions of social stratification and social inequality? How has social inequality developed during time? What are issues of inequality today? How is inequality manifested in a world determined by globalization and other forms of social change, such as the change of work, migration and the influence of social movements and civil society organizations? - After learning about basic concepts of social stratification, the intersectionality of inequalities is discussed - Measures of social stratification are dealt with. Students learn how social inequality is analysed not only within nation states but also internationally. For example, social milieu studies are referred to, that are also used for marketing issues. Seminar: - In exercises students learn about the access of different social groups to resources. - In working groups the impact of life events on families of different social groups are being discussed using theories of social stratification and social inequality. A particular focus is on the intersectionality of social inequalities experienced by families belonging to different social groups.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 3 6263: Economics of Digital Markets

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	5	Winter Term	TL 5 6263	English	Prof. Dr. Jörn Sickmann

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	TL 2 6102: Introduction to Economics	-

Learning Outcomes
This course is designed to provide students with a comprehensive understanding of the principles underlying digital markets. Upon successful completion of this module, students will be able to: - Analyse digital markets using fundamental economic concepts. - Explore the business models of digital platforms. - Explore the impact of digitalization on traditional economic models. - Examine the market structures emerging in the digital economy, evaluate the effects of network effects and platform characteristics on market outcomes. - Analyse the dynamics of competition, innovation, and market power in digital markets. - Understand possible challenges for market regulation, antitrust, privacy, and consumer protection.

Content
The course combines lectures, case studies and group discussions to provide a holistic learning experience. Real-world examples will be used to illustrate theoretical concepts, allowing students to develop a nuanced understanding of the economics of digital markets. Topics include: - Economic foundations of Digital Economics - Business Models in Digital Markets - Market Structure and Market Dynamics - Data and Information Economics - Platform Economics - Market Regulation and Antitrust Policy in the Digital Economy - Data and Consumer Protection in Digital Markets - Artificial Intelligence: Opportunities and Challenges for businesses and policymakers - Emerging Trends and Future Outlook

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 3/4 6036: Foreign Language

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	3 / 4	Winter Term + Summer Term	-	-	International Center

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	52 h	98 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
Appropriate proficiency for the specific course level	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Communicate appropriately by using their vocabulary and strengthen their knowledge of grammatical structures. • Develop all relevant language skills and rhetorical skills. • Acquire autonomous learning strategies in the used language.

Content
• Developing oral communication and writing skills • Expanding and consolidating vocabulary • Practicing and consolidating existing grammatical and rhetorical structures • Acquiring and practicing autonomous learning strategies

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 4 6249: Controlling

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	4	Summer Term	-	English	Prof. Dr. Ralf Bauer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 2 6029: Introduction to Accounting	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Understand the importance of controlling and its relations to other subjects in business administration (Finance, Accounting and Taxation) by integrated view to make better management decisions. • Implement steering concepts based on transfer prices and dual pricing systems to improve profit situations of companies. • Understand strategic objections to transfer them by Balanced Score Card into operational projects. • Analyse projects and investments by apply value based controlling concept whether they are advantageous for the company creating value. • Compare different proposals of project amendments to evaluate resulting possibilities of improvement in value creation. • Differentiate risks based on theoretical risk knowledge to propose appropriate measures to manage and hedge risks. • Understand different financial instruments like futures and options to change the risk position of a company.

Content
• Overview of Controlling and its relations to other subjects of Business Administration • Review: Management Accounting • Transfer prices in accounting/ taxation and in decision making • Overview Strategic Controlling • Value-based controlling • Balanced Scorecard • Risk Management • Controlling as implementing a steering concept

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam or assignment	2.92 %

Module IBM 4 6222: International Economics

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	4	Summer Term	-	English	Prof. Dr. Corinne Lohre

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
.	IBM 1 6102: Introduction to Economics	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Explain the (welfare) effects of international trade by applying different theoretical models and concepts, • Analyze and evaluate the consequences of different trade policy measures by using insights of welfare economics, • Explain monetary aspects of international trade, in order to be equipped with the theoretical tools and understanding to reflect on international economic issues and to evaluate economic policy proposals in the global context.

Content
• Introduction to basic theories of international trade (Ricardian model, Heckscher-Ohlin model, standard trade model etc.) • Analyses of the welfare effects of different trade policy instruments such as tariffs and quotas as well as the respective arguments in favor of protectionist trade policies • Analyses of motivations for and effects of international trade agreements on the multinational level (such as WTO) and the regional level (such as free trade agreements) • Introduction to exchange rates, especially determinants, and exchange rate regimes

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam	2.92 %

Module IBM 4 6210: Supply Chain Management and Logistics

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	4	Summer Term	-	English	Prof. Dr. Gernot Müller

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 1 6201: Introduction to Business Administration	-

Learning Outcomes
The module intends to provide students with an understanding of the functioning, nexuses and relevant trends of supply chains and logistics in modern business management. Upon successful completion of the module, students will be able to: • Explain the importance of specific tools for the overall management of firms. • Apply strategies to a variety of situations and contexts occurring in practice. • Reflect upon different approaches available to manage the entire supply chain for lean production. • Discuss the importance of cost optimization over the supply chain. • Critically debate the issues and risks resulting from advanced logistics systems and just-in-time production.

Content
• Introduction to supply chain management: definitions, objectives, drivers, operations and design • Service network segments: procurement, production and distribution; planning and forecasting (bullwhip effect, beer game) • Collaboration and risks, sustainability and corporate social responsibility, circular supply chains • Current and future development in supply chain management: globalization, digitalization, cybersecurity, etc. • Introduction to logistics: definitions, objectives, concepts and processes of logistics; relation of supply chain management to logistics ◦ Logistics management along the supply chain: procurement, production and distribution logistics ◦ Core logistic processes: warehousing and transport/transshipment ◦ Supply chain/logistics management and other areas of business administration: human resource management, marketing, accounting and controlling

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 4 6215: Project – Current Topics and Trends

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	4	Summer Term	-	English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	30 h	120 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Identify and analyze key aspects of a selected project within the field of International Business and Management to develop a structured and goal-oriented approach. - Apply project management techniques to plan, execute, and monitor project tasks effectively in small teams. - Assess the role of relevant stakeholders and their impact on project development to ensure successful collaboration. - Develop data-driven insights and critical perspectives on current topics and trends in international business. - Formulate and implement problem-solving strategies based on contemporary business challenges. - Communicate project results professionally through written reports and oral presentations, adapting to different target audiences. - Reflect on their teamwork, leadership, and decision-making skills to enhance professional and personal development. - Gain practical experience in managing projects relevant to international business environments, bridging the gap between theory and practice.

Content
- Exploration of current trends and emerging topics in International Business and Management. - Application of project management methodologies to structure and execute a project efficiently. - Selection of thematic projects based on real-world business challenges, ranging from market analysis and digital transformation to sustainability and strategic management. - Hands-on project work in small teams, including research, strategy development, and implementation. - Stakeholder analysis and engagement strategies to ensure effective collaboration and project success. - Presentation and documentation of project outcomes, including structured reports and professional presentations. - Reflection and feedback sessions to assess personal and team performance, fostering continuous learning and improvement.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Assignment	2.92 %

Module IBM 4 6357: International Capital Markets and Sustainability Reporting

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	4	Summer Term	TL 4 6357	English	Prof. Dr. Ralf Bauer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 3 6247: Finance	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Understand the importance of sustainability for businesses with regard to funding. • Analyse the impact of sustainability activities on the pricing of financial instruments. • Evaluate green finance instruments to implement sustainable investors' decisions. • Critically assess different frameworks and standards for sustainability reporting and are able to apply these to draft a sustainability report. • Critically analyse sustainability reports and establish linkages to financial reports. Students are able • Evaluate the advantages but also the limits of sustainability reporting

Content
The lecture comprises two parts: International Capital Markets • Basics of Financial Mathematics • Overview of financial markets and financial instruments • The concept of "no arbitrage" • Bond valuation and the impact of "green financing" on pricing • Green Finance: green investments for private investors • Current topics of Green Finance Sustainability Reporting • Concept of sustainability • From financial to non-financial reporting • Identifying stakeholders • Defining materiality • Sustainability reporting frameworks and standards • Regulation of non-financial reporting • Integrating sustainability analysis with financial analysis and valuation

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam or assignment	2.92 %

Module IBM 4 6358: Entrepreneurship

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	4	Summer Term	TL 4 6358	English	Prof. Dr. Ute Merbecks

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Make valid managerial decisions in order to run their own start-up business. • Recognize entrepreneurial opportunities, understand entrepreneurial behavior, and interpret different types of financial and non-financial resources for ventures. • Explain the financial lifecycle model and define entrepreneurial financial instruments. • Start their own business and to examine entrepreneurial opportunities based on different valuation techniques. • Negotiate financial contracts in all phases of the venture. • Recognize entrepreneurial opportunities, understand entrepreneurial behavior, and interpret different types of approaches to business models (for example, business model canvas). The students are able to apply the different approaches for the identification and evaluation entrepreneurial opportunities and to find fields of application for the use. Many examples, exercises and case studies (e.g., green and social entrepreneurship) help students to develop an entrepreneurial mind set. Because of practical training in a start-up lab, students get involved into all elements of the entrepreneurial ecosystem and practices decision making in the different phases of founding a company.

Content
• Introduction to Entrepreneurship • Entrepreneurial Opportunities and Entrepreneurial Behavior: Opportunity Recognition, Causation and Effectuation • Business Model Development • Non-financial Resources of Start-ups: Human Capital, Organizational Capital, Social capital • Financial Resources of Start-ups: Introduction to Entrepreneurial Finance, Financial Instruments, Financing Process • Market Entry and Entrepreneurial Marketing • Case studies: Corporate Entrepreneurship, Green Entrepreneurship, Social Entrepreneurship, Female Entrepreneurship, Digital Entrepreneurship

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 4 6259: Inferential Statistics and Statistics Software

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	4	Summer Term	-	English	Prof. Dr. Gernot Müller

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 1 6245: Business IT: Principal and Application IBM 2 6209: Descriptive Statistics	-

Learning Outcomes
The elective aims to provide participants with sophisticated methods of inferential statistics and practical statistical software skills employed by business management and other decision makers. Upon successful completion of the module, students will be able to: • Design quantitative research and thesis projects. • Understand intermediate and advanced concepts of statistics. • Draw reasonable conclusions out of data analysis. • Use their expertise on how to apply methods and approaches of inferential statistics to selected business cases.

Content
• The elective addresses the subsequent approaches of inferential statistics: • Extensions of sampling theory and distributions • Different specifications of estimation methods and confidence intervals • Hypothesis testing with regard to arithmetic means, proportions, variances and distributions of random variables • Univariate and multivariate regression analysis, inclusive estimation techniques, tests and quality indicators

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam or assignment	2.92 %

Module IBM 4 6260: Human Behaviour in The Digital Age

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	4	Summer Term	-	English	Prof. Dr. Ulrich Pfeiffer

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Explain how digital immersion affects individual cognition by applying cognitive psychology concepts, in order to understand and adjust their own digital habits and behaviors. • Critically evaluate the impact of constant connectivity on well-being using contemporary psychological research, in order to establish and promote healthier digital habits. • Analyse the transformation of team dynamics in digital environments by employing agile working methods, in order to optimize collaboration in both virtual and face-to-face settings. • Grasp the influence of online communities on individual and group behaviours by integrating sociological insights, in order to effectively navigate and contribute to digital communal spaces. • Contrast traditional and digital-age organizational structures by studying innovative organizational models, in order to conceptualize adaptable and efficient future workplaces. • Develop strategies for managing change in organizations using concepts of change management and digital leadership, in order to implement successful transformations in technology-driven environments. • Assess trust in human-AI interactions by utilizing psychological concepts, in order to contribute to more ethical and user-friendly AI systems. • Determine the elements that enhance user engagement with technological products by applying UX/UI principles, in order to more effectively engage with or design user-centric digital platforms.

Content
The module provides a deep dive into the individual and collective psychological shifts in a tech-centric world. The curriculum delves into digital group dynamics, human-AI interactions, and the transformational challenges faced by organizations in a rapidly evolving digital landscape. Individuals: Explore how digitalization influences individual cognition and behaviors, revealing psychological shifts in a tech-driven world: • Psychological effects of digital technologies and social media • Digital wellness and mental health Teams: Understand the digital evolution of group dynamics and its impact on teamwork, decision-making, and virtual collaboration: • Team dynamics and value creation • Collective decision-making in the digital realm • The future of collaborative work Organisations: Discover modern organizational challenges, emphasizing design adaptation, agility, and maintaining a human-centered approach amidst rapid technological change: • Rethinking organizational design for the digital age • Building lean and agile organizations • Change management and leadership for adaptive organizations Human-Computer Interfaces: Navigate the ubiquitous exchange between humans and technology, understanding trust, ethics, and the psychological nuances of human-AI interactions: • Engineering Psychology: User interfaces and user experience • Trust in human-computer interactions • Ethics in AI interactions

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 4 6261: Scientific Methods & Philosophy of Science

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Elective Module	4	Summer Term	-	English	Prof. Dr. Thomas Pitz

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Remember: List foundational concepts and principles underlying both scientific methodologies and major philosophical debates about science. - Understand: Explain the historical evolution of scientific methods and their philosophical foundations. - Apply: Interpret the core principles of scientific methods to design research, analyze results, and critique studies. - Analyze: Compare and analyze key philosophical arguments related to the nature, aims, and limits of scientific knowledge, including questions of falsifiability, paradigm shifts, and the demarcation problem. - Evaluate: Evaluate the role and impact of values, ethics, and societal contexts in shaping both scientific inquiry and its interpretation. - Create: Construct well-reasoned arguments that integrate concepts from both the practice of scientific methodology and the philosophy of science. - Achieving these outcomes will equip students with a holistic and interdisciplinary perspective on the nature of scientific inquiry.

Content
The Scientific Methods part of this module introduces students to the methodological foundation of empirical research, about both quantitative and qualitative methodologies. Students will explore and reflect on quantitative methods, including experimental design, computer simulations, survey design, hypothesis formulation, and statistical analysis, using examples from disciplines such as psychology, economics, and computer science. In addition, qualitative methods will be covered, examining the scientific foundations of interviews, content analysis, and case studies, with examples drawn from economics, politics, and sociology. Through hands-on exercises and real-world case studies, students will gain practical insights into designing, executing, and analyzing empirical research across diverse fields. In the Philosophy of Science segment, students will engage with the philosophical foundations of scientific inquiry. This includes an introduction to Logic, offering tools for constructing valid arguments, and exploring its role in rigorous scientific reasoning. The course explores metaphysical and ontological questions concerning the nature of reality, epistemology focusing on the nature of knowledge and belief, and the philosophy of mind addressing the intricacies of consciousness and mental phenomena. Through reflective discussions and thought experiments, students will develop a deeper appreciation of how philosophical considerations shape and interact with scientific investigation.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 5 6250: International Business I [ONLINE]

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	5	Winter Term	-	English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
-	150 h	30 h	120 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Critically assess and compare national business environments: Students will develop the ability to analyze and distinguish various national business environments by considering economic, legal, and political factors. They will be equipped to make informed comparisons between different countries, considering the unique characteristics of each business environment, such as market regulations, legal frameworks, and competitive landscapes. • Identify and address cultural differences using effective strategies: Students will gain the skills needed to recognize cultural differences that impact international business operations. They will learn how to use tools and strategies to navigate and overcome cultural barriers, such as adapting communication styles, employing negotiation techniques, and demonstrating cultural sensitivity to build successful cross-cultural relationships. • Understand geopolitical and economic trends from multiple perspectives: Students will explore current geopolitical developments and economic trends, analyzing them from various national and cultural viewpoints. They will be able to evaluate the potential implications of these trends on global business operations and formulate strategies for international growth and market entry. Furthermore, students will be able to assess the role of global institutions and economic agreements in shaping business opportunities.

Content
• Basics of International Business: Students will be introduced to the essential concepts and theories of international business, including the fundamental economic and political frameworks, international trade relations, and market entry strategies. This provides a foundation for understanding the dynamics of global business operations. • Theory and Practice of International Cooperation: The module explores both theoretical models and practical approaches to international collaboration. Topics such as international joint ventures, strategic alliances, and global supply chains are discussed to illustrate the challenges and opportunities associated with working across national borders. • Cultural Diversity: The impact of cultural diversity on management practices, teamwork, and customer interactions will be examined. Students will learn how to account for cultural differences in business practices and the necessary adaptations to succeed in international markets. • Intercultural Contexts and Requirements of a Study Semester Abroad: This section addresses the specific intercultural challenges associated with studying abroad. Students will gain insights into strategies for overcoming these challenges and enhancing their intercultural competencies in the context of an international academic environment. • Reflection Reports and Experiences from Senior Students: Students who have already completed a semester abroad will share their experiences and insights. These reflection reports provide practical learning resources, offering a realistic understanding of the intercultural demands and personal development opportunities associated with studying in a foreign country.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Certificate	Assignment	Unmarked

Module IBM 5 6251: Study Semester Abroad

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	5	Winter Term		English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
-	Depends on host university	-	-	20

Formal Prerequisites	Recommended Prerequisites	Further Information
60 Credit Points	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Expand and deepen their academic knowledge by engaging with diverse perspectives and methodologies at a (partner) university abroad. - Apply theoretical and practical insights gained during their studies to navigate and adapt to new academic and cultural environments. - Enhance their intercultural competence by experiencing and understanding different cultural, social, and business contexts. - Improve their foreign language proficiency and communication skills in both academic and professional settings. - Develop greater independence, adaptability, and problem-solving skills through immersive international experiences. - Strengthen their global mindset, preparing them for careers in international and multicultural environments.

Content
- Academic coursework at a partner university abroad, tailored to the student's field of study within International Business and Management. - Immersive intercultural experience, including interaction with international peers, faculty, and professionals. - Development of language and communication skills in academic and professional contexts. - Exposure to different educational systems, teaching methods, and business practices. - Personal and professional growth through independent study, cultural adaptation, and international networking opportunities. The specific content of the module depends on the courses selected at the (partner) university, ensuring alignment with the student's academic and career goals.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
- Recognition of host university and courses - At least 20 CP from host university - Report	-	Unmarked

Module IBM 5 6252: Study Semester Abroad Reflection Report

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	5	Winter Term	-	English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
-	150 h	-	150 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Critically reflect on their academic, professional, and personal experiences during their study semester abroad. • Analyze and evaluate the impact of different educational systems, teaching methods, and business practices encountered abroad. • Assess their intercultural development and adaptability, identifying key insights gained from living and studying in a foreign environment. • Articulate the challenges faced and strategies employed to navigate academic, cultural, and social differences. • Demonstrate improved self-awareness and professional growth by linking international experiences to their future career aspirations. • Effectively communicate their reflections in a structured, well-argued, and academically sound written report.

Content
• Personal and academic reflections on the study semester abroad, including coursework, learning methodologies, and key takeaways. • Intercultural experiences and adaptation, discussing cultural challenges, differences in academic expectations, and the development of intercultural competencies. • Analysis of international business environments (where applicable), comparing business practices, market conditions, or economic contexts in the host country. • Self-assessment and professional growth, reflecting on skill development in areas such as communication, problem-solving, and global mindset. • Challenges and lessons learned, evaluating obstacles faced and strategies used for overcoming them. • Future applications, exploring how the international experience has influenced career goals, academic interests, and personal development.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Certificate	Assignment	Unmarked

Module IBM 6 6253: International Business II

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer Term	-	English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
up to 30	150 h	30 h	120 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Demonstrate their knowledge and experiences gained during their study semester abroad and critically reflect on it. • Discuss the challenges and benefits of a study semester abroad. • Develop strategies and recommendations for coping with culturally demanding situations. • Critically discuss current geopolitical topics and economic trends acknowledging different national environments and cultural perspectives.

Content
• Review of study semester abroad experiences • Discussion and comparison of geopolitical and economic trends in different national environments and from different cultural perspectives

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Certificate	Assignment	Unmarked

Module IBM 6 6221: Business Analysis

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer Term	-	English	Prof. Dr. Philipp Schorn

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 2 6029: Introduction to Accounting IBM 3 6247: Finance IBM 3 6211: International Accounting	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Identify how different strategies and actions influence operational efficiency and success using concepts from management in order to gain an understanding of how the profit of a company is generated. - Apply to develop corporate strategies and actions in a situation of uncertainty using decisions models and simple evaluation tools. - Identify different source of information for decisions-making within a company as well as for the analysis of a company and evaluate the usefulness of these information sources. - Understand how corporate strategy and risk factors influence the value of a business. - Apply tools of financial analysis (e.g. ratio analysis and valuation tools) in order to analyze financial statements. - Evaluate the value generation of a business or a strategy using financial analysis tools in order to provide recommendations for corporate investments. - Write and present a short business analysis report in small students' teams in order to communicate the results of a business analysis.

Content
- Strategy and value creation - Accounting analysis - Financial statement analysis - Simple valuation models - Application: Business simulation

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 6 6254: Project Management and Management Skills

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer Term	-	English	Prof. Dr. Marina Gregorić

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of this module, the students will be able to: - Identify fundamental principles of project management to implement it in organisations as a team leader or a member of a project group/team. - Differentiate the role and competencies of leaders and project managers in different types of projects. - Compare different project management skills in realisation of project activities and selection of projects team members. - Analyse successful project management strategies relevant for business sectors. - Apply tools and techniques for planning, implementation and control of project activities and their stages in project management. - Design a project and critically evaluate its results by applying evaluation standards and criteria. - Identify fundamental principles of project management. - Design a project and critically evaluate its results.

Content
- Introduction to project management - Characteristics of strategic and operational aspects of project management - Principles of successful project management - Project life-cycle phases - Project initiation and planning - Project implementation, monitoring, control and closure - Tools and techniques for planning, implementing and controlling project activities - Project organization, establishment and integration of project teams into the business system - Digitalization and project management - Role, competences and skills of project managers - Difference between project managers and leadership - The effectiveness and efficiency of the project

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Assignment	2.92 %

Module IBM 6 6255: Strategic Management and Leadership

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer Term	-	English	Prof. Dr. Wögen Tadsen

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	IBM 1 6201: Introduction to Business Administration	-

Learning Outcomes
Upon successful completion of this module, the students will be able to: • Differentiate between the terms strategy, tactic, vision, mission, goal and objective in order to comprehend their relationship and interdependencies in a system of goals within goal hierarchies. • Explain responsibilities, interdependencies, relationships and goal-conflicts of various business activities in order to reduce the complexity of organising and running a company. • Transform strategies into goals and explain techniques to implement goals. • Detect competitive advantages in order to assess organisational strategies. • Use ideas of different leadership theories and leadership typologies to explain their influence on decision making processes. • Differentiate between elements of management and elements of leadership by looking at leadership models like the transactional and transformational leadership models to follow up the nature versus nurture debate in leadership theory.

Content
• Basic ideas of strategic management • Goal setting techniques and goal hierarchies • General business strategies and strategic positioning • Strategic management tools (e.g. PEST-Analysis, SWOT-Analysis, 5-Forces-Analysis, Portfolio Analysis) and techniques for different organizational environments (global, industry and internal environment) • Processes and tools to implement strategies (e.g. Balanced Scorecards) • Strategic control • Leadership types • Leadership theories • Leadership techniques

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, assignment or any combination	2.92 %

Module IBM 6 6124: Decision and Game Theory

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer Term	-	English	Prof. Dr. Thomas Pitz

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of this module, students will be able to: - Remember: Recall and list foundational decision and game theory concepts and their applications in business. - Understand: Explain how decision and game theory form strategic decisions in international business settings. - Apply: Prepare and apply game theoretic models to derive optimal strategies in market competition and cooperative scenarios. - Analyze: Analyze and criticize case studies to determine game theoretic strategies in real-world business and management scenarios. - Evaluate: Evaluate the efficiency and implications of strategic moves by companies in international markets using decision and game theory. - Create: Construct and propose game theoretical strategies for hypothetical business and management scenarios in global contexts. Upon mastering these outcomes, students will possess a strategic toolkit to make informed decisions in international business settings.

Content
This module introduces students to the principles of Decision Theory and Game Theory in the context of international business and management. Through theoretical exploration, case studies, and interactive discussions, students will develop a comprehensive understanding of strategic decision-making, negotiation strategies, and their applications in global business scenarios. It covers: - Introduction to Decision Theory: Rational decision-making: concepts of preferences, utility, and choice. Decision criteria: maxi-max, maxi-min, and expected utility. - Decision Analysis: Decision trees and their application in risk assessment. Incorporating probabilities in decision-making: expected value and expected utility. - Game Theory Fundamentals: Players, strategies, and payoffs in game theory. Types of games: simultaneous and sequential, zero-sum and non-zero-sum, cooperative and non-cooperative. - Nash Equilibrium and Applications: definition, existence, and interpretation. Game theory applications in pricing strategies, market competition, and supply chain management. - Strategic Interactions and Negotiation: Prisoner's Dilemma, Chicken Game, and their relevance to business scenarios. Negotiation strategies and tactics using game theory principles. - Collaborative Decision-Making: Coordination and cooperation in international business partnerships. Collective decision-making in uncertain environments. - Bargaining and Contracting: Nash bargaining solution and its application in negotiation. contract design under asymmetric information using game theoretic tools. - Game Theory in Global Markets: Analyzing competitive behavior and market dynamics using game theory. Oligopoly and collusion in international markets. - Risk Management and Decision Support: Decision analysis for risk management in international business. Incorporating decision theory into supply chain and investment decisions. - Ethical Considerations in Decision-Making: Exploring ethical dimensions in decision-making within a game theoretic framework. Balancing profit motives with social responsibility in global business interactions.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment or any combination	2.92 %

Module IBM 6 6256: Sustainability

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	6	Summer term	-	English	Prof. Dr. Corinne Lohre

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
60	150 h	60 h	90 h	5

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Explain complex sustainability challenges by taking different perspectives, • Analyze and evaluate the Sustainable Development Goals (SDGs) and their implementation, • Analyze and evaluate the effects of different business models and policies on sustainability, in order to develop ideas about suitable sustainability strategies and instruments on the global level as well as on the corporate level.

Content
The module is based on a flexible concept covering the following aspects / topics with changing weighting and emphases: • Introduction to sustainability (background, definitions, triple bottom line, different concepts etc.) • Political frame conditions and obstacles for sustainability (market failure and regulations, race-to-the-bottom, political economy of climate action etc.) • Introduction to the Sustainable Development Goals SDGs (background, content, critiques) and analysis of strategies, policies, measures to implement the SDGs • Relation between sustainability and corporate (social) responsibility (ESG, reporting etc.) • Ecological dimension of sustainability (carbon foot printing, compensation schemes, greenwashing etc.) • Sustainable business models (sustainable supply chains, circular economy, social enterprises etc.)

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Written exam, oral exam, assignment, or any combination	2,58%

Module IBM 7 6257: Internship or Applied Project

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	7	Winter Term + Summer Term	-	English	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
Applied Project up to 30	Internship 10 weeks full-time Applied Project 300 h	Applied Project 60 h	Applied Project 240 h	15

Formal Prerequisites	Recommended Prerequisites	Further Information
-	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: • Deepen their academic knowledge by applying theoretical concepts in a practical business environment (Internship) or within a university-led applied project. • Develop and implement problem-solving strategies relevant to real-world business challenges. • Adapt to professional workplace dynamics, understanding corporate structures, processes, and expectations. • Enhance their intercultural competency by working in diverse teams, either in an international company or within an applied project setting. • Strengthen their professional communication skills, including written and verbal interactions in business or project environments. • Gain hands-on experience in project management, research, or industry-specific tasks to prepare for their final thesis and future career. • Reflect on their professional and personal development, identifying key learnings from the experience.

Content
(1) Internship • Minimum 10-week placement in a company or organization relevant to International Business and Management. • Active involvement in business operations, strategic decision-making, or project-based tasks. • Observation and application of workplace ethics, leadership styles, and corporate culture. • Engagement with professionals to build industry networks and gain insights into career paths. (2) Applied Project • Participation in a university-offered, practice-oriented project, often in collaboration with industry partners. • Application of research methods, analytical skills, and teamwork to solve real business challenges. • Development and presentation of project findings, including recommendations for practical implementation. <i>Both options require students to critically reflect on their experiences and link them to their academic and professional development.</i>

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Certificate	-	Unmarked

Module IBM 7 6041: Bachelor Thesis

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	7	Winter Term + Summer Term		English Deutsch	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
-	360 h	-	360 h	12

Formal Prerequisites	Recommended Prerequisites	Further Information
175 CP	-	-

Learning Outcomes
Upon successful completion of the module, students will be able to: - Independently plan, structure, and execute a research project addressing a relevant topic in International Business and Management. - Critically analyze and synthesize academic literature, theories, and empirical findings to develop a well-founded research framework. - Apply appropriate research methods to collect, evaluate, and interpret data in a structured and academically rigorous manner. - Develop innovative solutions or strategic insights based on in-depth research and critical reflection. - Demonstrate advanced analytical and problem-solving skills by formulating clear research questions and deriving sound conclusions. - Communicate complex ideas effectively in a coherent, structured, and academically sound written thesis. - Adhere to academic integrity and ethical standards in research and professional writing. - Reflect on the research process and its implications for academic and professional development.

Content
- Selection and formulation of a research topic relevant to International Business and Management. - Development of a research proposal, including problem definition, objectives, and methodology. - Review of relevant literature and theoretical frameworks to establish the research context. - Application of qualitative and/or quantitative research methods for data collection and analysis. - Critical discussion and interpretation of findings in relation to existing research and practical implications. - Academic writing and structuring of the thesis according to formal research standards. - Guidance and supervision by faculty members throughout the research process. <i>The bachelor thesis serves as the capstone of the program, demonstrating students' ability to conduct independent academic work and apply their knowledge to real-world business challenges.</i>

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Thesis	15 %

Module IBM 7 6042: Colloquium

Classification	Study Semester	Offered	Equivalent	Language	Responsible Professor
Required Module	7	Winter Term + Summer Term	-	English Deutsch	Various

Size of Group	Workload	Contact Hours	Self-Study	Credit Points
-	90 h	8 h	82 h	3

Formal Prerequisites	Recommended Prerequisites	Further Information
207 CP	-	-

Learning Outcomes
Upon successful completion of the module, students demonstrate their ability to • Present the results of their BA thesis, including its theoretical foundations, methodologies, and practical implications, while highlighting their original contributions in a structured and academically sound manner. • Engage in critical discussions in the context of existing research and scholarship • Reflect on their research process by identifying strengths, limitations, and potential areas for further study. • Exhibit confidence in presenting their research in professional and academic settings, thereby performing professionally in future careers or postgraduate studies.

Content
Oral presentation of the bachelor thesis, summarizing key research questions, methodology, findings, and conclusions. • Defense and discussion of the thesis in a formal academic setting, addressing questions and critiques from faculty members. • Critical reflection on the research process, including challenges faced and lessons learned. • Academic debate, demonstrating subject-matter expertise and analytical thinking. • Evaluation of research competencies, including methodological rigor, argumentation, and the ability to communicate findings effectively.

Requirements for the Awarding of Credit Points	Possible Examination	Significance of Mark
Examination	Oral exam	5 %