

Handbook of Modules for the Degree Programme

International Business Administration, B.A.

Faculty of Communication and Environment

Version 3.0

15.05.2026

Table of Contents

Curriculum of the Bachelor Degree Programme International Business Administration, B.A.....	4
8911 Fundamentals of Business Administration.....	5
8912 Economics.....	8
8913 Financial Accounting.....	11
8914 International Business Law.....	13
8915 Business Mathematics.....	16
8916 Scientific Working.....	18
8921 Operations and Supply Chain Management	21
8922 Marketing	23
8923 Management Accounting	26
8924 International Economics.....	29
8925 Project Management.....	32
8926 Statistics	34
8931 Human Resource Management.....	36
8932 Strategic and Corporate Management.....	39
8933 Fundamentals of Corporate Social Responsibility.....	42
8934 Economic and Social Policies.....	45
8935 Entrepreneurship and Business Planning.....	48
8936 Research Methods in Management	51
8941 Corporate Finance and Investment.....	54
8942 Communication and Cooperation	56
8943 Innovation Management.....	59
8951 Digital Management.....	62
8009 Interdisciplinary Project	65
8980 Trend Research and Strategy Formulation (Elective Module)	67
8981 Advanced Finance and Accounting (Elective Module)	70
8982 Marketing Communications (Elective Module).....	73
8983 Corporate Governance and Applied Finance and Accounting (Elective Module).....	75
8984 Paradigms in Economics (Elective Module).....	77
8985 Political Economy of European Integration (Elective Module)	80
8986 Consumer Psychology (Elective Module)	83
8987 Business Ethics (Elective Module)	85

8988 Advanced Statistics (Elective Module)	88
8989 Culture and Diversity (Elective Module)	90
8990 Human Resource Development (Elective Module)	92
8991 Advanced Corporate Social Responsibility (Elective Module).....	95
8992 Digital Technology and Data Analytics Marketing (Elective Module)	99
8993 Design Thinking (Elective Module)	101
8994 International Relations (Elective Module).....	103
8995 Language Course	106
8961 Internship/Semester Abroad.....	108
8971 Bachelor Workshop I: Advanced Structuring and Writing Skills	110
8972 Bachelor Workshop II: Data Analysis and Presentation	113
8973 Bachelor Workshop III: Advanced Seminar	116
8901 and 8902 Bachelor Thesis and Colloquium	118
Dokumentenhistorie	120

List of abbreviations:

TU: teaching units (45 min) per semester

SWS: teaching units (45 min) per week

h: 60 min

Curriculum of the Bachelor Degree Programme International Business Administration, B.A.

Code No (Kennnummer)	Module	SW (SWS)	Type (Veranstaltungsart)					TE (Prü)	WS1	SS2	WS3	SS4	WS5	SS6	WS7	CP (CP)
			L (V)	SL (SL)	S (S)	Ex (Ü)	Pro (Pro)									
8911	Fundamentals of Business Administration	4	2				2	E	4							5
8912	Economics	4	2				2	E	4							5
8913	Financial Accounting	4	2				2	E	4							5
8914	International Business Law	4	4					E	4							5
8915	Business Mathematics	4	2				2	E	4							5
8916	Scientific Working AM	4		4				C+E	4							5
8921	Operations and Supply Chain Management	4	2				2	E		4						5
8922	Marketing	4	2				2	E		4						5
8923	Management Accounting	4	2				2	E		4						5
8924	International Economics	4	2				2	E		4						5
8925	Project Management	4	2				2	C		4						5
8926	Statistics	4	2				2	E		4						5
8931	Human Resource Management	4	2				2	E			4					5
8932	Strategic and Corporate Management	4	2				2	E			4					5
8933	Fundamentals of Corporate Social Responsibility	4	4					E		4						5
8934	Economic and Social Policies	4	2				2	E			4					5
8935	Entrepreneurship and Business Planning	4	2				2	E			4					5
8936	Research Methods in Management	4	2				2	E			4					5
8941	Corporate Finance and Investment	4	2				2	E				4				5
8942	Communication and Cooperation	4		4				E				4				5
8943	Innovation Management	4	2				2	E			4					5
8980 – 8994	Elective courses I	12	4	4			4	E				12				15
8951	Digital Management	4	2				2	E					4			5
8009	Interdisciplinary Project	6						6	E				6			10
8980 – 8994	Elective courses II	12	4	4			4	E					12			15
8961	Internship or semester abroad	0						C						0		30
8971	Bachelor Workshop 1: Advanced Structuring and Writing Skills AM	4				4		C							4	5
8972	Bachelor Workshop 2: Data Analysis and Presentation AM	4				4		C							4	5
8973	Bachelor Workshop 3: Advanced Seminar	4				4		C							4	5
8901	Bachelor Thesis	0						E							0	12
8902	Colloquium	0						E							0	3
Total		130	52	16	12	44	6		24	24	24	24	22	0	12	210

Code No (Kennnummer)	Elective Courses (Wahlpflichtkurse) *1)	SW	Type	TE	CP
8980	Trend Research and Strategy Formulation	4	L+Ex	E	5
8981	Advanced Finance and Accounting	4	L+Ex	E	5
8982	Marketing Communications	4	L+Ex	E	5
8983	Corporate Governance and Applied Finance and Accounting	4	SL	E	5
8984	Paradigms in Economics	4	L+Ex	E	5
8985	Political Economy of European Integration	4	SL	E	5
8986	Consumer Psychology	4	L+Ex	E	5
8987	Business Ethics	4	L+Ex	E	5
8988	Advanced Statistics	4	L+Ex	E	5
8989	Culture and Diversity	4	L+Ex	E	5
8990	Human Resource Development	4	L+Ex	E	5
8991	Advanced Corporate Social Responsibility	4	L+Ex	E	5
8992	Digital Technology and Data Analytics Marketing	4	L+Ex	E	5
8993	Design Thinking AM	4	L+Ex	C+E	5
8994	International Relations	4	L+Ex	E	5
8995	Language Course (other than English)	4	L+Ex	E	5

List of abbreviations	
SW	Semester hours per week (Semesterwochenstunden)
L	Lecture (Vorlesung)
SL	Seminaristic lecture (Seminaristische Lehrveranstaltung)
S	Seminar (Seminar)
Ex	Exercise (Übung)
Pro	Project (Projekt)
TE	Type of examination (Prüfungsform)
CP	Credit Points
WS	Winter semester (Wintersemester)
SS	Summer semester (Sommersemester)
E	Examination (Prüfung)
C	Certificate (Testat)
AM	Attendance mandatory

*1) Die Fakultät Kommunikation und Umwelt behält sich das Recht vor, nicht alle Wahlfächer zwingend in jedem Semester anzubieten.

The faculty Communication and Environment reserves the right not to offer all electives in every semester.

Die Fakultät Kommunikation und Umwelt behält sich das Recht vor, das Modulangebot im Wahlbereich zu ändern.

The faculty Communication and Environment reserves the right to change the catalogue of electives.

Als Wahlpflichtfächer können mit Zustimmung des Prüfungsausschusses maximal 10 Kreditpunkte aus beliebigen Studiengängen der Hochschule Rhein-Waal gewählt werden.

As elective courses, a maximum of 10 CP can be chosen with the consent of the examination committee from any study course at the Rhine-Waal University of Applied Sciences

8911 Fundamentals of Business Administration

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8911	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
Students have gained an understanding of fundamental concepts of business administration and the basic functions of organizations. They have a good grasp of important terms, concepts, and methods and are able to apply them to real-life problems. They have discussed the impacts of globalization and can describe its influence on business processes.					
Content					
An organization and its goals					
Corporate organization and organizational structure					
Principles of strategic management and planning					
The operations function: the process of production, costs and planning, production logistics					
Fundamentals of marketing: the marketing mix					
Principles of finance					
The controlling function					
Fundamentals of human resource management and leadership					
Teaching methods					
Lectures, accompanied by exercises in which case studies and problems in practice are presented					
Entry requirements					
None					
Types of assessment					
Graded examination					
Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.					

<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Daniel H. Scheible</p>
<p>Additional information</p> <p>Readings:</p> <p>Ferrell, O.C., G.A. Hirt, and L. Ferrell (2022) <i>Business: A Changing World</i>, 13th ed., New York: McGraw-Hill.</p> <p>Gamble, J.E., M.A. Peteraf, and A.A. Thompson (2023) <i>Essentials of Strategic Management: The Quest for Competitive Advantage</i>, 8th ed., New York: McGraw-Hill.</p> <p>Hill, C.W.L., and G.T.M. Hult (2021) <i>International Business: Competing in the Global Marketplace</i>, 12th ed., New York: McGraw-Hill.</p> <p>Kotler, P., and G. Armstrong (2017) <i>Principles of Marketing</i>, 17th ed., Harlow: Pearson.</p> <p>Luthans, F., and J.P. Doh (2020) <i>International Management: Culture, Strategy, and Behavior</i>, 11th ed., New York: McGraw-Hill.</p> <p>Nickels, W.G., J. McHugh, and S.M. McHugh (2021) <i>Understanding Business</i>, 13th ed., New York: McGraw-Hill.</p> <p>Robbins, S.P., D.A. DeCenzo, and M. Coulter (2019) <i>Fundamentals of Management: Essential Concepts and Applications</i>, 11th ed., Harlow: Pearson.</p> <p>Stevenson, W.J. (2020) <i>Operations Management: Theory and Practice</i>, 14th ed., New York: McGraw-Hill.</p>

8912 Economics

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8912	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students are able to think like an economist. They have gained an understanding of the foundations of microeconomics as well as macroeconomics and are able to apply it to real world phenomena and to identify scope and limitations of the models used. Students understand the meaning of a market-clearing equilibrium and know how production and consumption decisions are modelled from the point of view of the traditional neoclassical model. They are able to name the limitations of this approach and to enrich economic analysis by alternative explanations. They know about the importance of money and credit for an economy.</p> <p>Students can differentiate between microeconomic and macroeconomic questions. They understand common macroeconomic indicators and know how to handle macroeconomic data. Furthermore, students can explain and apply the macroeconomic AS/AD model for a closed economy with state in order to analyse business fluctuations, the price level and employment. Students are able to explain the connection between consumption, investment and saving in a structured way. They can explain the impact of fiscal and monetary policies on aggregate demand and inflation and know about the importance of stabilisation policies for an economy. They can apply the AS/AD model to real-world cases and are able to assess the limitations of this model.</p>					
Content					
Economic thinking and behaviour					
Economic actors, market institutions, externalities and the public sector					
Money, the price level and the banking system					
How markets work: supply & demand curves and their shifts, market equilibrium, elasticities					
Production & consumption: opportunity cost, marginal cost, average cost, production function, economies and diseconomies of scale, short and long run, profit and utility maximisation, income and substitution effects, consumerism					
Firm behaviour, competition and welfare issues: Perfect competition, monopoly, oligopoly, monopolistic competition					
Macroeconomic measurement: national accounts and meaning and use of indicators					
AS/AD model: business fluctuations and their causes, aggregate demand and its components, the problem of insufficient demand and persistent unemployment, aggregate demand and supply curves					

Macroeconomic policies in the AS/AD model: expansionary and contractionary policies, spending and tax multipliers, inflation and deflation, supply and demand shocks
<p>Teaching methods</p> <p>Theoretical models are used to understand production and consumption decisions, the determination of the level of employment and other relevant economic phenomena. Critical thinking on challenges of markets, their structures and externalities is encouraged by discussions and exercises. Models are explained against the background of empirical data, illustrating examples and applications. Policy responses like monetary and employment policies are an integral part of the module. The module consists of lectures accompanied by exercises in which applied quantitative and qualitative economic problems are discussed and solved</p>
<p>Entry requirements</p> <p>None</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Torsten Niechoj</p>
<p>Additional information</p> <p>Readings:</p> <p>Goodwin, N., J.M. Harris, and J.A. Nelson et al. (2023) <i>Macroeconomics in Context</i>, 4th ed., New York and London: Routledge.</p> <p>Dullien, S., N. Goodwin, and J.M. Harris et al. (2018) <i>Macroeconomics in Context. A European Perspective</i>, New York and London: Routledge.</p> <p>Goodwin, N., J.M. Harris, and J.A. Nelson et al. (2023) <i>Microeconomics in Context</i>, 5th ed., New York and London: Routledge.</p> <p>Krugman, P., and R. Wells (2023) <i>Essentials of Economics</i>, 6th ed., New York: Worth Publishers.</p>

8913 Financial Accounting

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8913	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Having completed this course students are able to perform simple and adjustment bookings as well as closing entries in double-entry bookkeeping in journal format and in T-accounts. Students can set up a trial balance and an income statement. They are able to book under consideration of Value Added Tax and are able to perform year-end-bookings (accruals, deferrals, provisions).</p> <p>Students can explain the purposes of the different elements of the financial statements and argue how accrual accounting differs from cash based accounting. They have insight into the concept of the International Financial Reporting Standards (IFRS) and can explain their basic valuation concept.</p> <p>Students are familiar with scope and structure of a financial analysis. They can calculate and interpret different ratios (asset, financial and profit position) in order to evaluate the company's performance.</p>					
Content					
<ul style="list-style-type: none"> • Bookkeeping <ul style="list-style-type: none"> – Basic terms in Accounting – Overview on the elements of a Financial Statement – Double-Entry Bookkeeping System – Booking with Accounting Equations – T-Accounts – Closing of Accounts – Selected Business Transactions • Financial Statements <ul style="list-style-type: none"> – Elements of Financial Statement – Major Differences between German Accounting Standard (HGB) and International Financial Reporting Standards (IFRS) – Selected Aspects of Financial Statements • Financial Statement Analysis <ul style="list-style-type: none"> – Scope and structure of a financial analysis – Analysis of asset position – Analysis of financial position – Analysis of profitability 					
Teaching methods					
Lectures, accompanied by exercises in which quantitative and qualitative problems as well as case studies are solved and discussed.					
Entry requirements					

None
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Franca Ruhwedel</p>
<p>Additional information</p> <p>Readings:</p> <p>Atrill, P., and E. McLaney (2025) <i>Financial Accounting for Decision Makers</i>, 11th ed., Harlow, England: Pearson.</p> <p>Berkau, C. (2021) <i>Basics of Accounting: Bookkeeping, Financial Statements and Management Accounting</i>, 6th ed., Konstanz and München: UVK.</p> <p>Fridson, M., and F. Alvarez (2022) <i>Financial Statement Analysis</i>, 5th ed., Hoboken, NJ: Wiley.</p> <p>Wild, J.J. (2025) <i>Financial Accounting Fundamentals</i>, 8th ed., New York: McGraw Hill.</p>

8914 International Business Law

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8914	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Lecture: open
Learning outcomes / Competences and qualifications profile					
<p>This module introduces students to the legal foundations relevant to international business activities. Students have gained extensive knowledge of the function and the operating of law, especially civil law and (international) business law. Students have experienced basic juridical working techniques and have gained an understanding of how different actors in the legal system work with the applicable rules of law and which functions and responsibilities they have. They are familiar with fundamental terms and instruments of civil law, commercial law, labour law, and European law.</p>					
Content					
<ul style="list-style-type: none"> • Legal basics (sources of law, ranking of norms, function and operating of law) • Differentiation between civil law and public law • Fundamentals of civil law (person/thing, formation of a contract, declaration of intent, agency, legal capacity, avoidance and invalidity of contracts, types of contracts, civil law association) • Fundamentals of business law • International business law (term, development, public international law) • Fundamentals of labour law (individual and collective labour law, contract of employment, co-determination) • Law of the European Union (regulations, directives, decisions, recommendations, and opinions, European Corporate law ☒ legal form of SE) • Corporations vs. partnerships, intellectual property • Corporate Governance Systems (one tier system vs. two tier system) 					
Teaching methods					
<p>The module is delivered through a combination of interactive lectures, case studies, and guided discussions, allowing students to explore legal concepts in practical contexts. Students also engage in problem-solving exercises, group work, applied analyses of legal scenarios, and simulated court proceedings (moot courts) to develop their understanding of international business law and its practical application.</p>					
Entry requirements					
None					
Types of assessment					
<p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>					

<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Bohinc, R. (2011) <i>Comparative Company Law: An Overview on US and Some EU Countries' Company Legislation on Corporate Governance</i>, Saarbrücken: VDM.</p> <p>Clarke, T. (2023) <i>Comparative Corporate Governance: A Research Overview</i>, London: Routledge.</p> <p>Davies, K. (2019) <i>Understanding European Union Law</i>, 7th ed., London: Routledge.</p> <p>Deffains, B., and T. Kirat, eds. (2001) <i>Law and Economics in Civil Law Countries</i>, Amsterdam: Elsevier.</p> <p>DiMatteo, L.A. (2025) <i>International Business Law and the Legal Environment: A Transactional Approach</i>, 5th ed., London: Routledge.</p> <p>Monks, R.A.G., and N. Minow (2011) <i>Corporate Governance</i>, 5th ed., Chichester: Wiley.</p> <p>Schaffer, R. (2017) <i>International Business Law and its Environment</i>, 10th ed., Florence: Cengage Learning.</p> <p>Twomey, D.P. (2020) <i>Labor and Employment Law: Text and Cases</i>, 16th ed., West Academic Publishing.</p> <p>Twomey, D.P., and M.M. Jennings (2016) <i>Business Law: Principles for Today's Commercial Environment</i>, 5th ed., Florence: Cengage.</p>

8915 Business Mathematics

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8915	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
Students are enabled to use mathematical methods in given economic contexts. Knowledge of equations, economic functions, differential and integral calculus, and linear algebra can be applied to profit maximization, rates of change of economic variables, and key concepts like marginal concepts, e.g. marginal costs, profits, and the concept of elasticity.					
Content					
Equations and systems of equations (linear equations, quadratic equations, equations and inequalities of higher degree, systems of linear equations with and without Gauß, logarithms, exponential and logarithmic equations)					
Functions in relevant economic contexts (linear functions, quadratic functions, higher polynomial functions, exponential functions, e-functions, rational functions)					
Differential calculus and its application in key economic concepts (basics of the discussion of economic functions, rules of differentiation, rates of change of economic variables)					
Integral calculus as a tool to solve economic problems (antiderivatives in economic contexts, indefinite integrals, integration techniques, integration by parts, integration by substitution, the Fundamental Theorem of Calculus, definite integrals as limits of Riemann sums, definite integrals in economic contexts)					
Linear algebra in economic contexts (systems of linear equations in matrix notation, vectors as special matrices, basic matrix-vector calculus, the Gauß-Jordan algorithm in economic contexts, the matrix product in economic contexts, determinants, Cramer's rule for solving systems of linear equations, the fundamental theory of systems of linear equations, eigenvalues and eigenvectors in economic contexts)					
Teaching methods					
Lectures, accompanied by exercises in which problems in practice are solved.					
Entry requirements					
None					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr.-Ing. Frank Zimmer</p>
<p>Additional information</p> <p>Readings:</p> <p>Dowling, E. (2009) <i>Mathematical Methods for Business and Economics</i>, 3rd ed., New York: McGraw-Hill.</p> <p>Simon, C.P., and L. Blume (2010) <i>Mathematics for Economists</i>, New York and London: Norton.</p>

8916 Scientific Working

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8916	150 h	5 CP	1 st semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU/ 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>This module enables students to explain the purposes of research and science. They are familiar with the scientific research process. Students are able to define a topic, narrow it down adequately and find literature on the topic. They have also acquired the skills to evaluate literature efficiently, to assess it critically and to apply a common citation style. They know how to structure a research paper. They are aware of the challenges and perspectives of using Artificial Intelligence in the field of scientific working. They know what AI is, and how LLM work. They are aware of the challenges and perspectives of using Artificial Intelligence in the field of scientific working. They know how to use AI-tools in the process of scientific writing in line with fundamental beliefs of academic integrity.</p>					
Content					
<p>Philosophy of science</p> <ul style="list-style-type: none"> - Aims and functions of research and science - Scientific methodology - Academic integrity - Research as a process <p>Literature search</p> <ul style="list-style-type: none"> - Types of literature - Databases and searching strategies - Relevance and quality of literature - Reading techniques: efficient reading, critical reading <p>Scientific writing</p> <ul style="list-style-type: none"> - Finding a suitable topic and narrowing in - Structuring the topic: elements of a seminar paper - Referencing: purposes and citation styles - On the writing process - How to use AI without violating the principles of academic integrity, property rights or data protection regulations <p>Artificial Intelligence</p> <ul style="list-style-type: none"> ● How to use AI without violating the principles of academic integrity, property rights or data protection regulations ● Artificial Intelligence and LLMs ● Benefits of using AI-tools in literature search and review ● Dos and don'ts when using AI in the field of scientific working 					

<p>Teaching methods</p> <p>The module is taught as seminaristic style in which presentations by the lecturer alternate with group work, individual exercises and students' discussions of seminal topics of scientific working.</p>
<p>Entry requirements</p> <p>None</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a written examination to test the writing skills of the students and their ability to apply methodological competences in the field of scientific working.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Thomas Heun</p>
<p>Additional information</p> <p>Readings:</p> <p>Cargill, M., and P. O'Connor (2021) <i>Writing Scientific Articles: Strategies and Steps</i>, 3rd ed., Chichester: Wiley.</p> <p>Monippally, M.M., and B.S. Pawar (2008) <i>Academic Writing: A Guide for Management Students and Researchers</i>, London: Sage.</p> <p>Okasha, S. (2016) <i>Philosophy of Science: A Very Short Introduction</i>, 2nd ed., Oxford: Oxford University Press.</p> <p>Osmond, A. (2015) <i>Academic Writing and Grammar for Students</i>, 2nd ed., London and Thousand Oaks and New Delhi and Singapore: Sage.</p> <p>Skern, T. (2019) <i>Writing Scientific English: A Workbook</i>, 3rd ed., Vienna: Facultas.</p>

8921 Operations and Supply Chain Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8921	150 h	5 CP	2 nd semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile This module equips students with the knowledge and skills needed to effectively manage production and supply chains in modern organizations. Students can deal with several methods how to design processes and plan manufacturing and understand how to organize and deal with inventory and warehouse as well as procurement activities. They learn to apply modern forecasting techniques, including AI-based methods, enabling them to analyze data, predict demand, and make informed operational decisions. Students explore the use of Industry 4.0 technologies, smart manufacturing, automation, and robotics to enhance operational performance. Students are able to analyze, design, and optimize production and supply chain systems to guarantee an effective material flow with respect to time, cost and quality.					
Content <ul style="list-style-type: none"> • Introduction into production and supply chain management • Strategic product planning and product design • Process design and production process • Planning of manufacturing and assembly • Production planning and scheduling (AI based forecasting), production function • Process design and process analysis • Inventory and warehouse management • Procurement • Quality and lean management • Supplier management • Industry 4.0 and smart manufacturing, automatization & robotics 					
Teaching methods The module is delivered in lecture-style groups, combining basic knowledge input with real-life cases, examples, and calculations to understand production and supply chain concepts. Students engage in hands-on exercises, games, and case study analysis and presentation. They also explore Industry 4.0 technologies, smart manufacturing, automation, and robotics through applied activities, enabling them to analyze, optimize, and improve operational performance in practical scenarios.					
Entry requirements None					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Term Paper 30%, Written Examination 70%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Chopra, S., and Meindl, P. (2022) <i>Supply Chain Management. Strategy, Planning, and Operation</i>, 8th ed., Upper Saddle River: Pearson Prentice Hall.</p> <p>Ivanov, D., Tsipoulaidis, A., and Schönberger, J. (2021) <i>Global Supply Chain and Operations Management: A Decision-Oriented Introduction to the Creation of Value</i>, 3rd ed., Cham, Switzerland: Springer.</p> <p>Slack, N., Brandon-Jones, A., and Burgess, N. (2022) <i>Operations Management</i>, 10th ed., Harlow: Pearson Prentice Hall.</p> <p>Waller, D.L. (2003) <i>Operations Management: A Supply Chain Approach</i>, 2nd ed., International Thomson Business Press.</p>

8922 Marketing

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8922	150 h	5 CP	2 nd semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students understood the role of Marketing Management. They know classical and contemporary paradigms and concepts in Marketing. Students know the fundamental building blocks of a Marketing Strategy and they can develop a Marketing Strategy on their own. They can apply selected AI-tools to optimize their research & development skills in marketing. They can critically evaluate the performance of AI tools in marketing.					
Content History of Marketing and the impact of Digitalization Marketing and Marketing Management Marketing Strategy Development: <ul style="list-style-type: none"> - Marketing Analysis & Strategic Business Units - Competition - Branding and Brand Positioning - Customer Orientation (Target Group, Persona Concept, Customer Journey) Operative Marketing & Marketing Concept Development Classical and Contemporary Marketing Paradigms: <ul style="list-style-type: none"> - 4 P – Model (Product, Price, Place, Promotion) - 4 C – Model (Customer, Cost, Convenience, Communication) Selected AI-tools in Marketing					
Teaching methods Seminaristic lecture and applied Project Work					
Entry requirements None					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (4 Assignments 15% each, Presentation 40%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Thomas Heun</p>
<p>Additional information</p> <p>Readings:</p> <p>De Pelsmacker, P., M. Geuens, and J. Van den Bergh (2021) <i>Marketing Communication: A European Perspective</i>, 7th ed., Harlow: Prentice Hall.</p> <p>Hill, C.W.L. (2016) <i>International Business: Competing in the Global Marketplace</i>, 11th ed., New York: McGraw-Hill.</p> <p>Homburg, C., S. Kuester, and H. Kromer (2009) <i>Marketing Management: A Contemporary Perspective</i>, New York: McGraw-Hill.</p> <p>Kotler, P., and G. Armstrong (2020) <i>Principles of Marketing</i>, 18th ed., Upper Saddle River: Pearson Prentice Hall.</p> <p>Werther, W.B., and D. Chandler (2006) <i>Strategic Corporate Social Responsibility: Stakeholders in a Global Environment</i>, Thousand Oaks, et al.: Sage.</p>

8923 Management Accounting

8923	Workload 150 h	Credits 5 CP	Level of module 2 nd semester	Frequency of offer Summer semester	Duration 1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
<p>Learning outcomes / Competences and qualifications profile</p> <p>Students can name the different tasks of management accounting and explain why management accounting has an important function in the enterprise. They are able to differentiate between strategic and operational management accounting (controlling) and explain their different focus. Regarding strategic controlling students are able to derive strategies from a company's vision, goal and objectives and to explain the key tools of strategic controlling. They understand the company's planning process, can explain the different elements and are able to plan a financial budget.</p> <p>They are familiar with different cost types and can explain the aim of cost type accounting, cost center accounting and product costing. Students can perform an Internal Cost Allocation applying different methods. They are familiar with Full Cost Accounting and are able to set up a Cost Allocation Sheet and calculate the Production Costs as well as the Aggregate Costs of a product.</p> <p>Students are able to perform direct costing and apply it to questions such as production planning or make or buy-decisions. They can apply standard costing as well as variance analysis.</p> <p>Students are able to explain the idea of value based performance management as well as why the balanced scorecard has emerged as a tool to measure performance and can find key performance indicators for the different dimensions of the balanced score card. They can derive transfer prices according to the cost-plus, market value and negotiated transfer price method.</p>					
<p>Content</p> <ul style="list-style-type: none"> • Scope and categories of management accounting <ul style="list-style-type: none"> - Basic principles and categories - Organizational structuring of the controlling function • Strategic Controlling <ul style="list-style-type: none"> - Vision, goals and strategy - Strategic controlling tools - Planning process • Operative Controlling – Planning <ul style="list-style-type: none"> - Budgeting Process - Integrated Financial Planning • Operative Controlling – Cost Accounting <ul style="list-style-type: none"> - Basic terms in Cost Accounting 					

<ul style="list-style-type: none"> - Full Cost Accounting <ul style="list-style-type: none"> o Cost Type Accounting o Cost Center Accounting o Product Costing - Critical Evaluation of Full Cost Accounting - Direct Costing - Production planning and Make-or-Buy - Standard costing and variance analysis <ul style="list-style-type: none"> • Value Based Performance Management • Reporting – Balanced Scorecard • Transfer prices
<p>Teaching methods</p> <p>Lectures, accompanied by exercises in which quantitative and qualitative problems as well as case studies are solved and discussed.</p>
<p>Entry requirements</p> <p>It is recommended to attend the module "Financial Accounting" before taking this course, but exceptions can be made.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Franca Ruhwedel</p>
<p>Additional information</p> <p>Readings:</p> <p>Atrill, P., and E. McLaney (2025) <i>Management Accounting for Decision Makers</i>, 10th ed., Pearson.</p> <p>Datar, S.M., and M.V. Rajan (2021) <i>Horngren's Cost Accounting: A Managerial Emphasis</i>, 17th ed., Pearson.</p> <p>Drury, C., and M. Tayles (2021) <i>Management and Cost Accounting</i>, 12th ed., Cengage.</p>

Horngren, C.T., G.L. Sundem, and W.O. Stratton et al. (2024) *Introduction to Management Accounting: Global Edition*, 17th ed., Pearson.

8924 International Economics

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8924	150 h	5 CP	2 nd semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students have a profound knowledge of the major institutions that shape global business and international economic development today. They are familiar with models that explain gains from trade, exchange rate and income determination. They are able to assess the limitations of these models and they can make use of them to understand real world phenomena like patterns of trade. They are able to assess the outcome of macroeconomic policies and exchange rate interventions in the context of these models and are able to apply it to real-world cases. They are familiar with barriers to trade like tariffs and quotas and can evaluate their welfare effects. Students understand the functioning of exchange rate systems and their impact on international business. Extending the macroeconomic model of the module "Economics" by exports and imports allows students to analyse current accounts and intra-regional and international imbalances and how it affects business. They know that international organisations were founded and regional integration established to solve social dilemmas in international trade.					
Content Gains from trade, incl. absolute and comparative advantage Modelling international trade: a basic model, the Heckscher-Ohlin model and the New trade theory Barriers to entry and trade policies The balance of payments and international accounting Exchange rates and exchange rate determination Adjustment in flexible and fixed exchange rate systems Income determination and macroeconomic policies in an open economy model Institutions and actors of international cooperation and integration: International organisations and regional economic integration Dynamic capabilities, multinationals and global value chains					
Teaching methods Theoretical models are used to understand gains from trade and other relevant phenomena of international economics. Critical thinking on challenges of globalised markets and value chains is encouraged by discussions					

<p>and role plays. Models are explained against the background of empirical data, illustrating examples and applications. Policy responses like trade negotiations, the creation of international organisations or regional economic integration are an integral part of the module. The module consists of lectures accompanied by exercises which include case studies, calculations, quizzes, group work and short presentations by students.</p>
<p>Entry requirements</p> <p>Students should have passed “Economics” before taking this module.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Torsten Niechoj</p>
<p>Additional information</p> <p>Readings:</p> <p>Gerber, J. (2022) <i>International Economics</i>, 8th ed., Edinburg Gate and Harlow and Essex: Pearson Education.</p> <p>Hill, C. (2022) <i>International Business: Competing in the Global Marketplace</i>, 14th ed., New York: McGraw-Hill.</p> <p>Krugman, P., M. Obstfeld, and M.J. Melitz (2022) <i>International Economics: Theory and Policy</i>, 12th global ed., Harlow et al.: Pearson.</p> <p>Salvatore, D. (2012) <i>Introduction to International Economics</i>, 3rd International Student Edition, New York: Wiley.</p>

8925 Project Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8925	150 h	5 CP	2 nd semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students know about the importance of project management in today's world. They have developed the skills to plan, conduct, evaluate, and document projects. In their own projects, students experienced dynamics and pitfalls of teamwork and gained some routine in presenting and communicating results.					
Content Defining the project and its scope Developing the project plan (defining work packages, setting milestones, developing flow charts and network plans, using project management software) Scheduling the project Agile project management Building, leading, and managing a project team Managing resources Monitoring project performance Controlling the project and managing risk International projects Virtual project teams Project closure and documentation					
Teaching methods Lectures, accompanied by exercises in which students conduct their own projects (case studies) and present their results.					
Entry requirements None					

<p>Types of assessment</p> <p>Certificate (Testat)</p> <p>Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Participation in a project (case study), final presentation and report</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>None (ungraded)</p>
<p>Person in charge of module</p> <p>Prof. Dr. Daniel H. Scheible</p>
<p>Additional information</p> <p>Readings:</p> <p>Heerkens, G.R. (2014) <i>Project Management</i>, 2nd ed., New York: McGraw-Hill.</p> <p>Hillson, D. (2009) <i>Managing Risk in Projects</i>, Farnham and Burlington: Gower.</p> <p>Kerzner, H. (2022) <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i>, 13th ed., Hoboken: Wiley.</p> <p>Larson, E.W., and C.F. Gray (2020) <i>Project Management: The Managerial Process</i>, 8th ed., New York: McGraw-Hill.</p>

8926 Statistics

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8926	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
Students know how to apply basic statistical measures to business related problems. They understand differences in data types and structures. They are able to use common statistical approaches in inferential statistics. They are also able to understand and interpret statistical outputs in inferential statistics. Students who have completed this module successfully are able to make informed decisions based on primary or secondary data. In addition, they gain the necessary knowledge in order to follow more advanced courses.					
Content					
Descriptive Statistics: Graphical and numerical summaries (frequency distributions; measures of central tendency, position and dispersion; grouped data, covariance, correlation)					
Sampling theory and distribution functions					
Probability theory					
Regression analysis					
Inductive Statistics: Point estimation, confidence intervals and basic approaches to significance testing (parametric and non-parametric)					
Teaching methods					
Lecture and exercises; the course will be carried out in a seminar-like, interactive manner. The impartation of the statistical concepts will be supported by the integration of relevant applied examples and the deployment of statistical software (e.g. R, SPSS and/or Excel).					
Entry requirements					
None					
Types of assessment					
Graded examination					
Usually an examination with several components (Written Examination 70%, Assignment 30%), details to be announced at the beginning of the lectures by the Examination Board.					
Requirements for the award of credit points					

Passed examination
Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Thomas Heun
Additional information Readings: Foster, L., I. Diamond, and J. Jefferies (2014) <i>Beginning Statistics: An Introduction for Social Scientists</i> , 2nd ed., London: Sage. Lyman Ott, R., and M. Longnecker (2021) <i>An Introduction to Statistical Methods and Data Analysis</i> , 7th ed., Canada: Cengage. Mann, P.S., and C.J. Lacke (2020) <i>Introductory Statistics</i> , 10th ed., London: Wiley.

8931 Human Resource Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8931	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
Students have gained insight into concepts and practices of HRM and common approaches to leadership. They are aware of the influence of a good relationship between an organization and its staff on performance and are sensitized to the characteristics and challenges of HRM in an international context.					
Content					
People in an organizational context: The human resource					
The strategic role of HRM					
Human resource planning (scope, job analysis, job description, flexibility)					
Recruitment and selection					
Downsizing the workforce					
Human resource allocation					
International Assignment					
Health and safety					
Motivation (motivation theories, motivating job design, use and effectiveness of incentives and motivators in different countries)					
Reward management					
Performance management and appraisal					
Human resource development					
Leadership (styles and behavior, change management, leadership across cultures)					
Ethics in HRM					
Teaching methods					

Lectures, accompanied by exercises in which case studies and problems in practice are presented and discussed.
Entry requirements None
Types of assessment Graded examination Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.
Requirements for the award of credit points Passed examination
Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Daniel H. Scheible
Additional information Readings: Bratton, J., and J. Gold (2017) <i>Human Resource Management: Theory and Practice</i> , 6th ed., London: Palgrave Macmillan. Luthans, F., and J.P. Doh (2020) <i>International Management: Culture, Strategy, and Behavior</i> , 11th ed., New York: McGraw-Hill. Mathis, R.L., J.H. Jackson, and S.R. Valentine et al. (2017) <i>Human Resource Management</i> , 15th ed., Boston: Cengage. Torrington, D., L. Hall, and C. Atkinson et al. (2020) <i>Human Resource Management</i> , 11th ed., Harlow: Pearson.

8932 Strategic and Corporate Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8932	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students are acquainted with fundamental concepts and common tools of strategic management. They are able to analyze the positioning of an organization, to develop strategic options, make decisions, know how to transfer these options to strategic programs, and are familiar with concepts of implementing these programs.</p> <p>Furthermore, they know instruments how to control the effects of these managerial activities and how to ensure proper corporate governance.</p>					
Content					
<p>The strategic management process</p> <p>Vision and mission</p> <p>Setting objectives</p> <p>Analyzing the external environment (macroenvironment and competitive environment)</p> <p>Analyzing the internal environment (competitive advantage, value chain analysis, balanced scorecard)</p> <p>Corporate strategies</p> <p>Business strategies</p> <p>Strategies for multibusiness corporations and corporate portfolio management</p> <p>Competing in international markets</p> <p>Strategy implementation and control</p> <p>Corporate culture</p> <p>Corporate governance</p>					
Teaching methods					
Lectures, accompanied by exercises in which case studies are presented and discussed.					
Entry requirements					

None
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Daniel H. Scheible</p>
<p>Additional information</p> <p>Readings:</p> <p>Capezino, P.J. (2010) <i>Manager's Guide to Business Planning</i>, New York: McGraw-Hill.</p> <p>Dess, G.G., G.T. Lumpkin, and A.B. Eisner et al. (2015) <i>Strategic Management: Creating Competitive Advantage</i>, 8th ed., New York: McGraw-Hill.</p> <p>Friend, G., and S. Zehle (2009) <i>Guide to Business Planning</i>, London: Economist Profile Books.</p> <p>Gamble, J.E., M.A. Peteraf, and A.A. Thompson (2020) <i>Essentials of Strategic Management: The Quest for Competitive Advantage</i>, 7th ed., New York: McGraw-Hill.</p> <p>Kuratko, D.F. (2014) <i>Introduction to Entrepreneurship</i>, 9th ed., Mason: South-Western Cengage.</p> <p>Pearce, J.A., and R.B. Robinson (2014) <i>Strategic Management: Planning for Domestic and Global Competition</i>, 14th ed., New York: McGraw-Hill.</p>

8933 Fundamentals of Corporate Social Responsibility

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8933	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Lecture: open
Learning outcomes / Competences and qualifications profile					
<p>Students gain an overview of the various challenges corporations face in managing their environmental, societal, and governance (ESG) issues. This understanding of corporate sustainability is developed in this course by reflecting on prevailing and alternative views on macro-economics, business models, and corporate structures in the wider context of how ethics and morality have developed historically.</p> <p>Students are competent to identify key challenges and trade-offs between financial and non-financial goals, based on the fundamental understanding of stakeholder expectations and legal requirements conveyed in this course. To incentivise students to take also the second elective module on Corporate Sustainability, this course encourages them to reflect on the potential risks and even the deliberate misconduct by corporations in managing and communicating sustainability, e.g. greenwashing.</p>					
Content					
<ul style="list-style-type: none"> - Fundamentals of ethics, morality and legal compliance - Key concepts and models of business in its socio-political and environmental contexts - Rules of the game (regulatory framework, prisoners' dilemma) - Principles of Sustainability - Due Diligence and risk management for externalities, human rights, labour practices - Governance of Health, Safety and Wellbeing (HSW) for employees and suppliers in global value and supply chains - Social License to Operate - Shareholder Value, Stakeholder Theory and Creating Shared Value - Instrumental, normative and political approaches towards corporate sustainability - Fundamentals of sustainability communication - Historic developments of Corporate Social Responsibility (CSR) and ESG in theory and practice - Overview about regulations and standards for non-financial reporting 					

- Current case studies
Teaching methods Lectures, case studies, and exercises
Entry requirements None
Types of assessment Graded examination Usually an examination with several components (Written Examination and ungraded Assignment), details to be announced at the beginning of the lectures by the Examination Board.
Requirements for the award of credit points Passed examination and presentation
Use of module (in other study programs) Open to students of other study programs
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Klaus Hegemann
Additional information Readings: Clarkson, M.B.E., ed. (1998) <i>The Corporation and Its Stakeholders: Classic and Contemporary Readings</i> , University of Toronto Press. Freeman, R.E., B.L. Parmar, and K. Martin (2020) <i>The Power of And: Responsible Business Without Trade-Offs</i> , Columbia University Press. Rasche, A., et al. (2023) <i>Corporate Sustainability: Managing Responsible Business in a Globalised World</i> , 2nd ed., Cambridge University Press. Sher, G., ed. (2012) <i>Ethics: Essential Readings in Moral Theory</i> , Routledge. Thaler, R. (1994) <i>The Winner's Curse: Paradoxes and Anomalies of Economic Life</i> , Princeton University Press. Walker-Said, C., and J.D. Kelly, eds. (2015) <i>Corporate Social Responsibility? Human Rights in the New Global Economy</i> , University of Chicago Press.

Students are furthermore encouraged to make use of selected episodes from the following MOOCs:

Freeman, R.E. (n.d.) *Business in Society*, Coursera, Available from: coursera.org/learn/businessinsociety [Accessed 19 March 2026].

Virtual Academy for Sustainable Development (n.d.) *Sustainability Marketing*, Available from: www.va-bne.de [Accessed 19 March 2026].

8934 Economic and Social Policies

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8934	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students are familiar with justifications of state regulation and the provision of public goods. They know how markets and de-commodifying measures interact and can compare different welfare regimes. They are able to differentiate between economic policy instruments and goals and are aware of competing theoretical concepts to evaluate the outcome of policies. They master methods like comparative analysis, policy analysis and application of economic models to analyse policy issues from different angles. They are able to identify challenges social change poses to modern states and economies and can discuss possible reforms to tackle those challenges. They apply their knowledge by analysing economic policy cases.					
Content The course introduces to public policies, i.e. economic and social policies. In a comparative perspective – both internationally and historically – evolution and characteristics of welfare systems and the role of the state in regulating and stabilising markets are analysed. Goals, actors and tools of public policy are systematically developed and their application is demonstrated by country studies and policy cases. As <i>pars pro toto</i> which combines both economic and social aspects, a special focus is on labour market regulation and employment policies. Finally, a selection of challenges is discussed. I. Public policies – A common framework – Introduction to economic and social policies – Processes of commodification & de-commodification II. Social Policies – Evolution and institutions of the welfare state – Welfare states in comparison III. Economic policies – Competition and regulation – The labour market – Unemployment and the level of employment					

<ul style="list-style-type: none"> – Minimum wages: theory and stylised facts – Monetary and macroprudential policies – Tax policies – Public finances and fiscal consolidation – Neoclassical-oriented vs. Keynesian-oriented policy concepts <p>IV. Current challenges of economic and social policies</p> <ul style="list-style-type: none"> – Demographic change and migration – Technological change, employment and the environment
<p>Teaching methods</p> <p>Lectures provide an overview of theories, models, methods and empirics. Some of the lectures use the flipped classroom concept (incl. required readings). The lectures are accompanied by exercises, including joint discussions of (excerpts from) academic articles and reports, group work, country studies and quizzes. Role plays, discussions of real-world cases, analyses of policy proposals and comparison of opposing positions encourage critical thinking. The responsible use of AI and other digital tools for researching economic and social policies is taught to improve digital literacy. The module lays the foundations for conducting own research by training students to search for and analyse relevant literature, select and apply models, and search for, visualise and describe indicators, as well as solve real-world puzzles. Assignments reinforce what has been learned-</p>
<p>Entry requirements</p> <p>Students should have passed “Economics” before taking this module.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Written Exam 70%, Assignments 30%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Torsten Niechoj</p>

Additional information

Readings:

Alcock, P., T. Haux, and M. May et al., eds. (2024) *The Student's Companion to Social Policy*, 7th ed., West Sussex: Wiley-Blackwell.

Ashenfelter, O.C., D. Card, and R. Layard, eds. (1986–2025) *Handbook of Labor Economics*, Vols. 1-6, Amsterdam et al.: North-Holland.

Bowles, S., R. Edwards, and F. Roosevelt et al. (2017) *Understanding Capitalism: Competition, Command, and Change*, 4th ed., Oxford and New York: Oxford University Press.

Castles, F.G., S. Leibfried, and J. Lewis et al., eds. (2010) *The Oxford Handbook of the Welfare State*, Oxford: Oxford University Press.

Esping-Andersen, G. (1990) *The Three Worlds of Welfare Capitalism*, Cambridge, UK: Polity Press.

Gruber, J. (2022) *Public Finance and Public Policy*, 7th ed., New York: Worth Publishers.

Lavoie, M. (2022) *Post-Keynesian Economics: New Foundations*, 2nd ed., Cheltenham, UK: Edward Elgar.

Polanyi, K. (2001 [1944]) *The Great Transformation*, Boston: Beacon Press.

Snowdon, B., and H. Vane (2005) *Modern Macroeconomics: Its Origins, Development and Current State*, Cheltenham, UK: Edward Elgar.

8935 Entrepreneurship and Business Planning

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8935	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students have become acquainted with concepts and types of entrepreneurial behaviour and management. They know how to integrate their knowledge of management into an entrepreneurial approach to initiating ventures in a variety of settings. Students learn to conduct market analysis, segment customers, and use key performance indicators to guide strategic decisions, including applying AI-based tools for data-driven insights and forecasting. Students are able to evaluate start-ups via KPIs and apply the concepts of customer segmentation and market analysis. They know about stakeholders of a start-up and the importance of networks. Furthermore, students have acquired knowledge of finance and growth of start-ups as well as the legal forms they can take and its advantages and disadvantages. They additionally know how to protect an idea, product or service (intellectual property). Emphasis is placed on effective communication, including professional presentations, elevator pitches, and well-structured business documentation. By the end of the module, students are able to design, plan, and present viable business ideas in real-world contexts.</p>					
Content					
<ul style="list-style-type: none"> • Basic understanding of entrepreneurship and characteristics of entrepreneurs • Opportunity and entrepreneurship processes • Digital entrepreneurship and technological trends • Sustainability and social entrepreneurship • Risks and business planning • KPIs, customer segmentation and market analysis • Stakeholder and networks • Funding and investment strategies • Legal forms and advantages/disadvantages • Intellectual property • Business planning: Defining and modelling the business • Structure of a business plan, pitch presentation 					
Teaching methods					
<p>The module is delivered through practice-oriented lectures and hands-on exercises to introduce students to entrepreneurial concepts and venture creation. Students work on market analysis, KPI evaluation, business planning, and AI-assisted forecasting, and develop pitches, business documentation, and stakeholder strategies. They also engage in presentations and real-world simulations to practice communicating and defending their business ideas professionally.</p>					
Entry requirements					

It is recommended to attend the modules “Strategic and Corporate Management” as well as “International Business Law” before taking this course.
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Term Paper 30%, Written Examination 70%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Dahlke, A. (2012) <i>Business Succession Planning for Dummies</i>, Hoboken: John Wiley & Sons.</p> <p>Kuratko, D.F. (2017) <i>Entrepreneurship: Theory, Process, Practice</i>, 10th ed., Boston, MA: Cengage Learning.</p> <p>Mazzarol, T., and S. Reboud (2020) <i>Entrepreneurship and Innovation: Theory, Practice and Context</i>, 4th ed., Singapore: Springer Nature.</p> <p>Nickels, W.G., J.M. McHugh, and S.M. McHugh (2024) <i>Understanding Business</i>, 14th ed., New York, NY: McGraw Hill Education.</p> <p>Osterwalder, A., and Y. Pigneur (2010) <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>, Hoboken, NJ: Wiley.</p> <p>Timmons, J.A., and S. Spinelli (2016) <i>New Venture Creation: Entrepreneurship for the 21st Century</i>, 11th ed., McGraw-Hill Education.</p> <p>Zacharakis, A., A.C. Corbett, and W.D. Bygrave (2025) <i>Entrepreneurship</i>, 6th ed., Hoboken, NJ: Wiley.</p>

8936 Research Methods in Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8936	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students are familiar with the scientific research process and the universe of research methods in Business Management. They know classical and contemporary data collection and analysis methods. They have the ability to conceptualize, organize and undertake an empirical study.					
Content <ul style="list-style-type: none"> - Why we do Research? - Induction, Deduction, and Abduction - Research as a Process - Research Problem and Research Purpose - Forms of Research (Primary, Secondary, Explorative, Descriptive, Causal) - Quality criteria of empirical research projects - Research Design - Data Collection Methods <ul style="list-style-type: none"> - Qualitative Data collection methods <ul style="list-style-type: none"> - Qualitative Interviewing - Expert Interview - Focus Group - Innovation Workshop - Case Study - Quantitative Data collection methods <ul style="list-style-type: none"> - Quantitative Interviewing (incl. Questionnaire Design & Sampling techniques) - Laboratory- and Field-Experiment - Data Mining - Social Media Analysis - Data Analysis Methods <ul style="list-style-type: none"> - Quantitative Data Analysis - Qualitative Data Analysis - Ethical and data privacy issues in research 					
Teaching methods Seminaristic teaching and project oriented Researching Learning					
Entry requirements None					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Presentation 50%, Project Report 50%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Thomas Heun</p>
<p>Additional information</p> <p>Readings:</p> <p>Aggarwal, C.C. (2015) <i>Data Mining: The Textbook</i>, Heidelberg: Springer Cham.</p> <p>Bryman, A. (2021) <i>Social Research Methods</i>, 6th ed., Oxford: University Press.</p> <p>Flick, U. (2014) <i>An Introduction to Qualitative Research</i>, 5th ed., London: Sage.</p> <p>Flick, U. (2018) <i>The Sage Handbook of Qualitative Data Collection</i>, London: Sage.</p> <p>Ghauri, P., K. Grønhaug, and R. Strange (2020) <i>Research Methods in Business Studies</i>, 5th ed., Cambridge: University Press.</p> <p>O’Leary, Z. (2021) <i>The Essential Guide to Doing Your Research Project</i>, 4th ed., London: Sage.</p> <p>Sloan, L., and A. Quan-Haase (2022) <i>The Sage Handbook of Social Media Research Methods</i>, 2nd ed., London: Sage.</p> <p>Spickard, J.V. (2017) <i>Research Basics: Design to Data Analysis in Six Steps</i>, London: Sage.</p>

8941 Corporate Finance and Investment

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8941	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students are able to evaluate different investment options using various tools (NPV, annuity, IRR) both under certainty and under uncertainty. Students can also explain strengths and weaknesses of the different methods. Students are able to list various sources of corporate financing and argue whether they are suited for the company size, corporate form of business and/or specific investment projects. Students can demonstrate their knowledge of different financing rules. Furthermore, students can calculate a company's weighted average cost of capital and explain the importance that Basel III and credit ratings have for company financing. Students can argue why a well-structured financial planning is essential for the corporation's success.</p>					
Content					
<ul style="list-style-type: none"> • Investment and Finance <ul style="list-style-type: none"> - Interrelationship between Investment and Finance - The Time Value of Money • Capital Budgeting <ul style="list-style-type: none"> - Introduction into Capital Budgeting - Methods of Dynamic Investment Appraisal <ul style="list-style-type: none"> ○ Net Present Value ○ Internal Rate of Return - Determination of Capital Costs (Weighted Average Cost of Capital) - Consideration of taxes - Dealing with uncertainty • Basics of Company Financing <ul style="list-style-type: none"> - External Financing <ul style="list-style-type: none"> ○ External Self-Financing ○ External Debt-Financing ○ Relevance of Basel III for Debt-Financing ○ Special Forms of External Financing - Internal Financing • Corporate Finance Management <ul style="list-style-type: none"> - Financial Planning - Management of Capital Structure <ul style="list-style-type: none"> ○ Equity- vs. Debt-Financing ○ Optimal Capital Structure - Financial Analysis 					
Teaching methods					

Lectures, accompanied by exercises in which quantitative and qualitative problems as well as case studies are solved and discussed
Entry requirements None
Types of assessment Graded examination Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.
Requirements for the award of credit points Passed examination
Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Franca Ruhwedel
Additional information Readings: Berk, J., and P. DeMarzo (2024) <i>Corporate Finance</i> , 6th ed., Pearson. Brealey, R.A., S.C. Myers, and F. Allen et al. (2022) <i>Principles of Corporate Finance</i> , 14th ed., McGraw Hill. Hillier, D., S.A. Ross, and R.W. Westerfield et al. (2024) <i>Corporate Finance</i> , 5th European ed., McGraw Hill. Pike, R., B. Neale, and S. Akbar et al. (2018) <i>Corporate Finance and Investment: Decisions and Strategies</i> , 9th ed., Pearson.

8942 Communication and Cooperation

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8942	150 h	5 CP	3 rd semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 35 students
Learning outcomes / Competences and qualifications profile					
<p>Students learn basics of communications basic models and theories. They apply relevant concepts of conflict management. They define own goals and acquire professional, social and personal competences in communication and cooperation. They select appropriate (digital) tools and plan a detailed individual workshop with participants for a specific theoretical approach and a real-life setting. They examine individual strategy and planning in groups' discussions. Strong emphasis on contemporary digital and social communication environments and negotiations. The students work in and create a thinking environment by adopting the role of leader, planner as well as participant.</p>					
Content					
<p>Basic concepts, terms and definitions of communications</p> <p>Strategies of corporate communication and negotiation in a digital world.</p> <p>Holistic approach to conflict and conflict management (sustainability, ethics, diversity).</p> <p>Communication and negotiation workshop planning:</p> <ul style="list-style-type: none"> • Adopting communication theory into practice • Leadership and communication with different groups • Ethical and Cultural Dimensions of negotiations • Dealing different expectations, opinions and interests • Information overload and miscommunication • Feedback measurements and evaluation of communication strategy • Planning, working and presenting as a team • Digitalization of communication and A.I. • Communication and negotiation in a world of crisis. 					
Teaching methods					
Seminaristic lecture and applied Project Workshop planning, assignments, final report and groups discussion.					
Entry requirements					
None					
Types of assessment					
Graded examination					

Usually an examination with several components (Written Examination and ungraded Assignment), details to be announced at the beginning of the lectures by the Examination Board.
Requirements for the award of credit points Passed examination
Use of module (in other study programs)
Weight towards final grade None (ungraded)
Person in charge of module Prof. Dr. Klaus Hegemann
Additional information Readings: Adler, R.B., J.M. Elmhorst, and K. Lucas (2022) <i>Communicating at Work: Principles for Business and the Professions</i> , 13th ed., New York: McGraw-Hill. Axelrod, R.M. (2025) <i>The Evolution of Cooperation</i> , revised ed., New York: Basic Books. Barry, B., et al. (2024) <i>Essentials of Negotiation</i> , New York: McGraw-Hill. Dignen, B., and I. McMaster (2013) <i>Effective International Business Communication: Build your interpersonal skills in English</i> , London: Collins. Falkheimer, J., and M. Heide (2023) <i>Strategic Communication: An Introduction</i> , 2nd ed., Abingdon and New York: Routledge. Goodall, H.L., S. Goodall, and J. Schiefelbein (2010) <i>Business and Professional Communication in the Global Workplace</i> , 3rd ed., Boston: Wadsworth. Katz, N.H., J.W. Lawyer, and M.K. Sweedler (2020) <i>Communication and Conflict Resolution Skills</i> , 3rd ed., Dubuque: Kendall Hunt. Kline, N. (2021) <i>Time to Think: Listening to Ignite the Human Mind</i> , London: Cassel. O’Hair, D., M. Wiemann, and D.I. Mullin et al. (2015) <i>Real Communication: An Introduction</i> , 3rd ed., Boston: Bedford/St. Martin’s. Stanton, N. (2009) <i>Mastering Communication</i> , 5th ed., Basingstoke and New York: Palgrave Macmillan.

8943 Innovation Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8943	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Having completed this course, students have a sound knowledge of the economic role of innovation and the innovation process. Students learn about key dimension and theories in innovation management, explore the concept of business model innovation and analyze different patterns such as Freemium or Multi-sided markets. In a strategic way, they examine the role of disruptive innovations. Practically, students make use of digital tools and AI-driven approaches for generating, analyzing, and implementing innovative business solutions. Emphasis is placed on sustainability, social innovation, and emerging concepts such as the sharing economy, enabling students to integrate ethical and environmental considerations into innovation strategies. Transferring those economic fundamentals into industrial practice, students gain an understanding of state-of-the-art techniques for managing the innovation process in a company, and are enabled to apply them. Concepts include the stage-gate approach, portfolio management, design thinking, and TRIZ.					
Content <ul style="list-style-type: none"> • Dimensions of innovation I and II • Theories in innovation management and success of innovation • Organization's innovation system, constraints and promoters • Digital and AI-driven Innovation • Sustainability and social innovation, sharing economy • Business Model Innovation and patterns • Creativity techniques & Design Thinking • Disruptive & strategic innovation • Diffusion of innovation: internationalization • Diffusion of innovation: lead user & open innovation 					
Teaching methods The module is delivered through practice-oriented lectures and interactive exercises, combining theoretical input with applied innovation methods. Students engage in hands-on activities using digital tools and AI-driven approaches to generate, analyze, and implement innovative business solutions, working on various real-life cases and examples, including business model experimentation and design thinking. They also analyze real-life cases to examine disruptive innovations, sustainability, and social impact, while considering ethical and environmental aspects in developing innovation strategies.					
Entry requirements None					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Term Paper 30%, Written Examination 70%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Amit, R., and C. Zott (2012) Creating Value Through Business Model Innovation, <i>MIT Sloan Management Review</i>, 53(3), pp.41-49.</p> <p>Chesbrough, H. (2024) Open Innovation: Accomplishments and Prospects for the Next 20 Years, <i>California Management Review</i>, 67(1), pp.164-180.</p> <p>Christensen, C.M. (2016) <i>The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail</i>, Boston, Massachusetts: Harvard Business Review Press.</p> <p>Gassmann, O., K. Frankenberger, and M. Csik (2014) <i>The Business Model Navigator: 55 Models That Will Revolutionize Your Business</i>, Harlow [etc.]: Pearson.</p> <p>Lüthje, C., C. Herstatt, and E. von Hippel (2005) User-innovators and 'Local' Information: The Case of Mountain Biking, <i>Research Policy</i>, 34(6), pp.951-965.</p> <p>Osterwalder, A., and Y. Pigneur (2010) <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>, Hoboken, NJ: Wiley.</p> <p>Trott, P. (2021) <i>Innovation Management and New Product Development</i>, 7th ed., Harlow [etc.]: Pearson.</p>

8951 Digital Management

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8951	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students gain knowledge of basic concepts and perspectives of digitization in a business context. They understand how a company realigns itself as a result of the digital transformation. Students learn to assess digital maturity, develop practical digital strategies, and integrate emerging technologies such as AI and IoT into existing business models. They are able to assess the significant role of digital transformation for reorganization, cost reduction and also make or buy decisions. By the end of the module, students are able to implement digital initiatives, lead change, and foster a collaborative, innovative digital culture in real-world organizational contexts, making informed reorganization decisions.</p>					
Content					
<ul style="list-style-type: none"> • Definitions, basic concepts and digital transformation process • Digital transformation strategy, digital maturity • Integration of emerging technologies (e.g., AI, IoT) into an organization's existing business model • Business models of the digital economy, ecosystems, and platform strategies • Digital innovation and product development • Digital marketing and customer experience • Business process digitization and automation • New revenue models • Change management and digital culture • Modern forms of organization, processes and ways of working (agile, holocracy etc.) • Cybersecurity and risk management • Ethics and sustainability in the digital age 					
Teaching methods					
<p>The module is conducted in seminar-style groups, combining interactive lectures with discussions to explore digital transformation concepts and strategies. Students work on a concrete, practice-oriented project, developing digital initiatives, integrating emerging technologies such as AI and IoT, and applying digital strategies to real-world organizational scenarios. They also present their results and engage in case-based analyses to assess digital maturity and consider ethical, cultural, and sustainability aspects of digital transformation.</p>					
Entry requirements					
<p>Students have successfully passed the modules "Innovation Management" and „Operations and Supply Chain Management“.</p>					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Project Work 50%, Written Examination 50%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Bharadwaj, A., O.A. El Sawy, and P.A. Pavlou et al. (2013) <i>Digital Business Strategy: Toward a Next Generation of Insights</i>, <i>MIS Quarterly</i>, 37(2), pp.471-482.</p> <p>El Khoury, R., ed. (2026) <i>Business Models of the Future: How AI and Advanced Digital Transformation are Reshaping Industries</i>, Cham, Switzerland: Springer.</p> <p>Machado, C., and J.P. Davim, eds. (2024) <i>Management for Digital Transformation</i>, Cham: Springer International Publishing.</p> <p>Soltanifar, M., M. Hughes, and E. Göcke (2021) <i>Digital Entrepreneurship</i>, Switzerland: Springer Nature.</p> <p>Stark, J. (2020) <i>Digital Transformation of Industry: Continuing Change</i>, Switzerland: Springer Nature.</p> <p>Vaz, N. (2021) <i>Digital Business Transformation: How Established Companies Sustain Competitive Advantage From Now to Next</i>, Hoboken, NJ: John Wiley & Sons.</p> <p>Westerman, G., D. Bonnet, and A. McAfee (2014) <i>Leading Digital: Turning Technology into Business Transformation</i>, Boston, Massachusetts: Harvard Business Review Press.</p>

8009 Interdisciplinary Project

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8009	300 h	10 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Project: 90 TU / 6 SWS		90 TU / 6 SWS	232,5 h		25 students
Learning outcomes / Competences and qualifications profile					
<p>In this module students have expanded and deepened the knowledge and skills they have acquired in previous projects and modules. The interdisciplinary character of the project encourages students to discover new topics and gather practical experiences in different fields. Having completed this module, students are able to work on questions of theory or praxis in an international and interdisciplinary team. They are able to work scientifically and produce convincing results in their teams.</p>					
Content					
<p>The content differs between projects, depending on the degree programmes which are involved and the teaching staff's background. Depending on students' knowledge, lectures and workshops concerning different topics will be included so that students can attend different lectures of other degree programmes.</p>					
Teaching methods					
<p>Sessions for basic information about the project options; project coordination; project 53ourser53r53g provided by teaching staff or project partner from a company; accompanying lectures depending on projects' topics and demand; presentation of results to an interested audience consisting of university staff and students as well as external project partners.</p>					
Entry requirements					
None					
Types of assessment					
<p>Graded examination</p> <p>Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.</p>					
Requirements for the award of credit points					
Project report and presentation of results delivered. Both have to meet quality criteria to pass the module.					
Use of module (in other study programs)					
Same module for all Bachelor degree programmes of the faculty					

Weight towards final grade 6.4%
Person in charge of module All professors of the faculty
Additional information

8980 Trend Research and Strategy Formulation (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8980	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU /4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
Students have developed methodological skills of researching organizations' environments and social trends. They are able to apply these skills to challenges in the field of strategic marketing, know how to deal with uncertainty in strategy development and how to cope with deviation and risk.					
Content					
Quantitative and qualitative approaches of researching trends and consumer behavior					
Trend impact analysis and extrapolation					
Scenario techniques					
Linking the organization's mission to social development					
Crafting strategies					
Stakeholder relationship management					
The new and the innovative					
Discontinuous developments					
Decision-making under uncertainty					
Strategic issue management					
Capturing the benefits of trends and innovation					
Teaching methods					
Seminaristic lectures in which concepts and case studies are presented and discussed and small research projects are conducted					
Entry requirements					
It is recommended to attend the modules "Marketing" as well as "Strategic and Corporate Management" before taking this course.					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Project Work 50%, Written Examination 50%) details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Daniel H. Scheible</p>
<p>Additional information</p> <p>Readings:</p> <p>Aaker, D.A., V. Kumar, and R.P. Leone et al. (2018) <i>Marketing Research</i>, 13th ed., Hoboken: Wiley.</p> <p>Pearce, J.A., and R.B. Robinson (2014) <i>Strategic Management: Planning for Domestic and Global Competition</i>, 14th ed., New York: McGraw-Hill.</p> <p>Prahalad, C.K., and V. Ramaswamy (2004) <i>Future of Competition: Co-creating Unique Value with Customers</i>, Boston: Harvard Business School Press.</p> <p>Tidd, J., and J. Bessant (2018) <i>Managing Innovation: Integrating Technological, Market, and Organizational Change</i>, 6th ed., Chichester: Wiley.</p> <p>Trott, P. (2021) <i>Innovation Management and New Product Development</i>, 7th ed., Harlow: Pearson.</p>

8981 Advanced Finance and Accounting (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8981	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU /4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
<p>Learning outcomes / Competences and qualifications profile</p> <p>Having completed this course students have a sound knowledge of the most important topics in advanced finance and accounting. They can give an overview on the neoclassic financial theory and its underlying assumptions. Students are able to explain and evaluate the concepts of Portfolio Theory as well as Capital Asset Pricing Model and are able to calculate risk and return of portfolios. Furthermore, students can determine the company value applying discounted cash flows as well as the comparable company's method. They are able to list advantages, disadvantages and prerequisites for these methods. Participants can not only describe different derivative securities, they are also familiar with the models to value these assets (Binomial Model and Black-Scholes-Option-Pricing-Model).</p> <p>By applying the Framework-based teaching approach in Accounting the students are enabled to relate the accounting and reporting of the entity's economic resources, claims, and changes in resources and claims against the entity, and other transactions and events to the objective of financial statements and the qualitative characteristics of financial information. Students receive a cohesive understanding of IFRS and have the ability to exercise the judgments that are necessary to apply IFRS and to continuously update their IFRS knowledge and competencies. Finally students are enabled to see the link between Financial Accounting and Management Accounting by discussing the management approach and its application in residual income concepts.</p>					
<p>Content</p> <p>I. Advanced Finance</p> <ul style="list-style-type: none"> • Neoclassic Finance Theory <ul style="list-style-type: none"> - Assumptions - Portfolio Theory – The idea of diversification - Capital Asset Pricing Model – Pricing of risky assets • Company Evaluation <ul style="list-style-type: none"> - Valuation with Discounted Cashflow Models - Multiple Valuation • Derivatives <ul style="list-style-type: none"> - Basics of Derivative Securities - Valuation of Derivatives <p>II. Advanced Accounting</p> <ul style="list-style-type: none"> • IFRS Introduction <ul style="list-style-type: none"> - Institutions and Concept - Overview on Financial Statement • Selected Accounting Topics 					

<ul style="list-style-type: none"> • Integration of Financial Accounting and Management Accounting <ul style="list-style-type: none"> - Management Approach - Use of Financial Accounting Data for Management Decisions – Residual Income Concepts
<p>Teaching methods</p> <p>Lectures, accompanied by exercises in which quantitative and qualitative problems as well as case studies are solved and discussed.</p>
<p>Entry requirements</p> <p>It is recommended to attend the modules "Financial Accounting", "Management Accounting" as well as "Corporate Finance and Investment" before taking this course, but exceptions can be made.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p> <p>Open to students of other study programs</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Franca Ruhwedel</p>
<p>Additional information</p> <p>Readings:</p> <p>Berk, J., and P. DeMarzo (2024) <i>Corporate Finance</i>, 6th ed., Pearson.</p> <p>Brealey, R.A., S.C. Myers, and F. Allen (2022) <i>Principles of Corporate Finance – Global Edition</i>, 14th ed., New York: McGraw-Hill.</p> <p>Hillier, D. (2024) <i>Corporate Finance</i>, 5th European ed., McGraw Hill.</p> <p>Picker, R., L. van der Tas, and D. Kolitz et al. (2025) <i>Applying IFRS Standards</i>, 5th ed., Wiley.</p> <p>Pike, R., B. Neale, and P. Linsley (2018) <i>Corporate Finance and Investment: Decision and Strategies</i>, 9th ed., Pearson Education Limited.</p>

8982 Marketing Communications (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8982	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		60 TU / 4 SWS	105 h		Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile					
Students learn basics of marketing communications theory. They apply relevant concepts of consumer theory to individual case studies. They define communication goals, select appropriate media tools and plan a detailed media campaign for a single brand. They examine individual media planning, loyalty programs and crisis communications in groups' discussions. Strong emphasis on contemporary digital and social marketing communication (influencer, branded storytelling).					
Content					
Concepts, terms and definitions of Marketing Communications.					
Strategies of Paid, Owned and Earned Media in a digital world.					
Holistic Approach to Consumer Communications and Intercultural Marketing (sustainability, ethics, diversity).					
Operative Marketing Communication Plan for a single brand:					
<ul style="list-style-type: none"> - Evaluation of Marketing Communication Strategy (Past, Present, Future) - Competitors Analysis - Personas, Targeting, Profiling and Segmentation of Customers using data - Orchestration of communication channels and Multi-channel Customer Journey Analysis - Media Planning and Budgeting (classic, digital, social) - Branded content and storytelling - Planning loyalty and recommendation program - Experimental Communication Strategy - Crisis communication turning shit storm into candy storm 					
Teaching methods					
Seminaristic lecture and applied Project Work, cumulative Assignments, final report and groups discussion.					
Entry requirements					
It is recommended to attend the module "Marketing" before taking this course.					
Types of assessment					
Graded examination					
Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.					

<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Thomas Heun</p>
<p>Additional information</p> <p>Readings:</p> <p>Clow, K.E., and D.E. Baack (2017) <i>Integrated Advertising, Promotion, and Marketing Communications</i>, 8th ed., Harlow: Pearson.</p> <p>De Pelsmacker, P., M. Geuens, and J. Van den Bergh (2021) <i>Marketing Communication: A European Perspective</i>, 7th ed., Harlow: Pearson.</p> <p>Homburg, C., S. Kuester, and H. Kromer (2013) <i>Marketing Management: A Contemporary Perspective</i>, 2nd ed., Maidenhead: McGraw-Hill.</p> <p>Percy, L. (2023) <i>Strategic Integrated Marketing Communications</i>, 4th ed., Abingdon and New York: Routledge.</p>

8983 Corporate Governance and Applied Finance and Accounting (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8983	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Having passed this module students are able to transfer the theoretical knowledge they acquired in previous semesters on real life-cases with a special focus on capital markets and Corporate Governance. They are able to evaluate the value of shares and understand the principles of M&A (Mergers & Acquisitions) as well as the idea of a good Corporate Governance.</p> <p>Besides this, they are able to fully explore a topic in the fields of Corporate Governance, Finance, and Accounting. They are able to write a scientific research paper about the chosen topic applying the standards of academic writing.</p> <p>Furthermore students can convincingly report about their research findings in an oral presentation and defend their findings in a discussion. The module is intended to be a good preparation for the bachelor theses that will be written in the following semesters.</p>					
Content					
<p>The module is organized as a seminar, which means that only a limited time is spent on "frontal teaching" and instead students work together on case studies in groups that are presented and discussed in class. The module might cover different topics from year to year depending on topicality and current relevance.</p> <p>Topics covered (can be subject to change)</p> <ul style="list-style-type: none"> • Buy, Sell or Hold? How to Evaluate a Share Price • How to Make Money With Acquisitions – M&A Process & Company Evaluation • Earnings Management – How do Companies „Cheat“ with Their Financial Statements? • How to Integrate 500 Daughter Companies – Getting a Grip on Group Accounting • One Tier Board or Two Tier Board? Different Governance Models and their Implication • The New World of Accounting: Corporate Social Responsibility Reporting <p>In addition, every year a guest speaker is invited to give insights into a current topic such as "Digitalization of Finance", "Corporate Sustainability Reporting" or "More than number crunchers - the new role of the CFO".</p> <p>The students present their Term Papers, which can cover any topic around Finance, Corporate Governance in Accounting. In consultation with the professor, students can choose their own Term Paper topic.</p>					

<p>Teaching methods</p> <p>Seminar; students get some input for each new topic and afterwards apply their learnings on case studies. In parallel, they work on their Term Papers and present their research findings toward the end of the semester in class.</p>
<p>Entry requirements</p> <p>It is recommended to attend the modules "Financial Accounting" as well as "Corporate Finance and Investment" before taking this course. Having attended "Advanced Finance and Accounting" is helpful.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Term Paper incl. Presentation of Topic 80%, Project Work 20%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p> <p>Open to students of other degree programmes</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Franca Ruhwedel</p>
<p>Additional information</p> <p>Readings:</p> <p>Reading list compiled of book chapters and research articles regarding the topics covered in the respective semesters.</p>

8984 Paradigms in Economics (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8984	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
<p>Learning outcomes / Competences and qualifications profile</p> <p>Students have understood that although economics is sometimes presented as a coherent theoretical body it comprises a variety of paradigms. They are familiar with seminal theories and know about the historical development of the discipline. Students have learned to handle this pluralism of research perspectives and to make use of the rich stock of partly competing, partly complementary theories to analyse and understand current economic phenomena. They are able to identify connections between other disciplines like anthropology, psychology or political science and they see their value for improving economic analysis.</p>					
<p>Content</p> <p>The module is taught in a paradigm-oriented way. It starts with a discussion on coherence, pluralism and the role of scientific revolutions in economics based on presentations by the lecturer and individual and group work by students.</p> <p>For each seminal approach an overview is given by the lecturer, which usually focuses on a prominent representative of a theory and his or her main contributions to economic theory and methodology. The students then apply this approach to specific economic problems, like the 2007/8 financial market crisis, the impact of austerity on women or to what extent prices can signal information for market participants. A special focus is on working with academic texts.</p> <p>The paradigms in question consist of:</p> <ul style="list-style-type: none"> – Classical Political Economy – Radical critique of the Classical approach – Old and new Neoclassical theory – Austrian Economics – Old and New Institutionalism – Evolutionary Economics – (Post-)Keynesian Economics – Behavioural Economics 					

In order to compare the explanatory power of the approaches and to demonstrate further the relevance of economics for business students a selection of four paradigms is used to shed light on existence, boundaries and development of the firm as a crucial economic actor.

This paradigm-oriented approach allows not only to demonstrate the pluralism of existing perspectives but also to use it in order to analyse economic phenomena in a multi-faceted and more encompassing way which, for example, uncovers that path dependency, power relations, and cognitive limitations of actors and institutions shape economic behaviour. This is especially important for business students who have to solve real-world problems and to deal with situations that are often not characterised by purely rational actors, perfect information and a well-defined context.

Teaching methods

The seminaristic lectures provide an overview of the key contributions of seminal economists to introduce to different economic paradigms. Critical thinking is encouraged through the juxtaposition of paradigms, a comparative perspective and in-depth analyses of economic positions. Furthermore, academic papers (or excerpts) are discussed jointly in class or analysed individually. Assignments focus on the ability to write a literature review and to use digital tools (including AI tools) responsibly and as a supplement to the standard PRISMA approach. Coaching is an important characteristic of this module.

Entry requirements

Students should have passed “Scientific Working”, Economics“, “International Economics” and “Economic and Social Policies” before taking this module.

Types of assessment

Graded examination

Usually an examination with several components (Term Paper 60%, Assignment 40%), details to be announced at the beginning of the lectures by the Examination Board.

Requirements for the award of credit points

Passed examination

Use of module (in other study programs)

Open to students of other degree programmes

Weight towards final grade

3.2%

Person in charge of module

Prof. Dr. Torsten Niechoj

Additional information

Readings:

Blaug, M. (1997) *Economic Theory in Retrospect*, Cambridge: Cambridge University Press.

Boettke, P.J., ed. (2010) *Handbook on Contemporary Austrian Economics*, Cheltenham and Northampton: Edward Elgar.

Hein, E., and E. Stockhammer (2011) *A Modern Guide to Keynesian Macroeconomics and Economic Policies*, Cheltenham, UK and Northampton, MA, USA: Edward Elgar.

Hunt, E.K., and M. Lautzenheiser (2011) *History of Economic Thought: A Critical Perspective*, 3rd ed., Armonk, New York and London, UK: M.E. Sharpe.

King, J.E. (2012) *The Elgar Companion to Post Keynesian Economics*, 2nd ed., Cheltenham and Northampton: Edward Elgar.

North, D. (1990) *Institutions, Institutional Change and Economic Performance*, Cambridge: Cambridge University Press.

Snowdon, B., and H.R. Vane (2005) *Modern Macroeconomics: Its Origins, Development and Current State*, Cheltenham, UK and Northampton, MA, USA: Edward Elgar.

Veblen, T. (1998 [1899]) *The Theory of the Leisure Class*, New York: Prometheus Books.

8985 Political Economy of European Integration (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8985	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Having passed the module, students went through the whole process of a research project from identifying a research gap to formulating and testing hypotheses to presenting their results in a concise way. They have strongly improved the ability to cooperate in a team by delving into a specific topic in the field of European economic policies. They are able to choose and use a theoretical framework and methods appropriate for their research questions. They are familiar with national accounts and economic databases and are able to use, construct and interpret indicators to compare the economic development of selected member states of the European Union.</p>					
Content					
<p>In this module, the interplay of political integration, economic policies, and economic developments in the European Union is analysed. After an introduction to the history and the current institutional setting of economic governance in the European Union, students work in teams to define a research question and to answer it. Recent challenges like issues of competitiveness, macroeconomic imbalances or public debt are analysed following the pedagogical concept of research-oriented learning.</p> <p>Due to the concept, the content is not completely fixed in advance because students have sound leeway to determine what issues they want to analyse. However, the following key issues are always covered:</p> <ul style="list-style-type: none"> – The establishment of the single market and the European Monetary Union – The research process and the analysis of a benchmark paper – Eurostat and other databases – National accounts and balance of payments – Policy coordination in the European Union – Economic policies at supranational and national level 					
Teaching methods					
<p>The module follows the concept of research-oriented learning. Therefore, the role of the lecturer is to combine shorter inputs on debates, theories, countries, databases and indicator-based methods with guidance which aims at enabling students to conduct their own – limited but still demanding – research projects. Coaching is thus a dominant characteristic of this module.</p>					

<p>Entry requirements</p> <p>Students should have passed “Scientific Working”, Economics“, “International Economics” and “Economic and Social Policies” before taking this module. It is recommended to attend the complementary elective module “Paradigms in Economics” before participating in this module.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p> <p>Open to students of other degree programmes</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Torsten Niechoj</p>
<p>Additional information</p> <p>Readings:</p> <p>De Grauwe, P. (2023) <i>Economics of Monetary Union</i>, 14th ed., Oxford: Oxford University Press.</p> <p>Dyson, K. (2009) Fifty Years of Economic and Monetary Union. A Hard and Thorny Journey. In: D. Phinnemore, and A. Warleigh-Lack, eds. <i>Reflections on European Integration: 50 Years of the Treaty of Rome</i>, Basingstoke: Palgrave Macmillan, pp.143-171.</p> <p>Hein, E., T. Niechoj, and T. Schulten et al., eds. (2005) <i>Macroeconomic Policy Coordination in Europe</i>, Brussels: ETUI.</p> <p>Niechoj, T. (2016) Price and Non-price Competitiveness – Can it Explain Current Account Imbalances in the Euro Area? In: A. Truger, E. Hein, and M. Heine et al., eds. <i>Monetary Macroeconomics, Labour Markets and Development: Festschrift für Hansjörg Herr</i>, Marburg: Metropolis, pp.263-281.</p> <p>Wallace, H., M.A. Pollack, and A.R. Young, eds. (2021) <i>Policy-Making in the European Union</i>, 9th ed., Oxford: Oxford University Press.</p>

8986 Consumer Psychology (Elective Module)

Code 8986	Workload 150 h	Credits 5 CP	Level of module 4 th /5 th semester	Frequency of offer Summer or winter semester	Duration 1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile Students understand the role of psychology in marketing management and consumer research. They have an overview about basic psychological concepts and research methods of consumer psychology. They are able to apply key methods on their own. They can gain insights into consumption on the basis of their own qualitative psychological consumer study. The students know helpful digital research tools. Students can use AI-tools to improve the quality of data collection and analysis and to manage the research process more efficiently. Students know the strength and weaknesses of AI-tools in qualitative research					
Content Psychological concepts in marketing management: <ul style="list-style-type: none"> - Decision Making - Perception - Learning & Memory - Motivation - The Self - Values - Attitudes Methods & techniques of qualitative-psychological consumer research: <ul style="list-style-type: none"> - The In-Depth Interview - Projective and associative techniques - Fundamental principles of Qualitative Data Analysis (Coding acc. To Grounded Theory) - Digital Qualitative Data Analysis (MAXQDA) - MAXQDA AI-Assist 					
Teaching methods Seminar form: Seminaristic lecture Teaching concept: Research-oriented teaching & learning					
Entry requirements Students have passed the module "Marketing" successfully					
Types of assessment Graded examination					

Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.
Requirements for the award of credit points Passed examination
Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Thomas Heun
Additional information Readings: Flick, U. (2013) <i>The SAGE Handbook of Qualitative Data Analysis</i> , London: Sage. Solomon, M.R. (2019) <i>Consumer Behavior: Buying, Having, and Being</i> , 13th ed., Essex: Pearson. Trentmann, F. (2017) <i>The Empire of Things: How We Became a World of Consumers from the Fifteenth Century to the Twenty-First</i> , New York: Penguin.

8987 Business Ethics (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8987	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
<p>Learning outcomes / Competences and qualifications profile</p> <p>Students are getting a profound idea of ethical perspectives in history and today. They are establishing competences to evaluate critically ethical conflicts on current problems in the economy and society. Students are realizing possible conflicting goals between markets and the environment. To develop a critical argument by weighing alternatives is the objective of the class.</p> <p>The course aims to give students knowledge and profound understanding of the most relevant theories and ideas of ethics. The course will enable the students to develop an understanding for the different approaches and current problems of ethics. Students are enhancing competencies to debate and to question critically different perspectives.</p>					
<p>Content</p> <ul style="list-style-type: none"> - Ethics, Morality and Law - From classical perspectives towards Virtue Ethics in the 21st Century - Applied Ethics: Human Behaviour and Morals - Neo-classical theory and the Standard Economic Model – Market economy between efficiency and reality - Concept of Corporate Citizenship - Globalization and its consequences - Sustainability – Triple Bottom Line to Planetary Boundaries - Ethics in politics - Ethics and media - Privacy and Security 					
<p>Teaching methods</p> <p>Lectures, accompanied by exercises including the analyses of classical and modern writings as well as case studies are solved and discussed.</p>					
<p>Entry requirements</p> <p>None</p>					

<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Project Work and ungraded Assignment), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p> <p>Open to students of other degree programmes</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Klaus Hegemann</p>
<p>Additional information</p> <p>Readings:</p> <p>Blowfield, M., and A. Murray (2019) <i>Corporate Responsibility</i>, 4th ed., Oxford: Oxford University Press.</p> <p>Boylan, M., ed. (2014) <i>Business Ethics</i>, 2nd ed., West Sussex: John Wiley & Sons.</p> <p>Crane, A., and D. Matten (2016) <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization</i>, 4th ed., Oxford: Oxford University Press.</p> <p>Friedman, M. (1962) <i>Capitalism and Freedom</i>, Chicago: University of Chicago Press.</p> <p>Gal, G., O. Akisik, and W. Wooldridge, eds. (2017) <i>Sustainability and Social Responsibility: Regulation and Reporting (Accounting, Finance, Sustainability, Governance and Fraud: Theory and Application)</i>, Berlin and Heidelberg: Springer.</p> <p>Höffe, O., ed. (2015) <i>Lesebuch zur Ethik – Philosophische Texte von der Antike bis zur Gegenwart</i>, 6th ed., München: C.H. Beck.</p> <p>Ludwig, R. (2017) <i>Kant für Anfänger: Die Kritik der reinen Vernunft – Eine Lese-Einführung von Ralf Ludwig</i>, 19th ed., München: dtv.</p> <p>Lütge, C. (2012) <i>Wirtschaftsethik ohne Illusionen – Ordnungspolitische Reflexionen</i>, Tübingen: Mohr Siebeck.</p> <p>Sher, G., ed. (2012) <i>Ethics – Essential Readings in Moral Theory</i>, New York: Routledge.</p> <p>Thaler, R. (1994) <i>The Winner's Curse: Paradoxes and Anomalies of Economic Life</i>, Princeton: Princeton University Press.</p>

8988 Advanced Statistics (Elective Module)

Code 8988	Workload 150 h	Credits 5 CP	Level of module 4 th /5 th semester	Frequency of offer Summer or winter semester	Duration 1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile The students are familiar with various statistical methods and their assumptions for examining hypotheses in empirical research. They are able to correctly select certain statistical methods depending on the question, the research design and the data level. Furthermore, they can use R to calculate and estimate the relevant statistics and parameters from the field of inductive und multivariate statistics. They can interpret the results competently and critically with regard to the specific question. In addition, they improve their skills in writing quantitative analyses.					
Content Data handling (types, structures, manipulation, data problems) Multivariate regression including categorical predictors Logit / Probit regression Panel data regression Error term analysis Introduction into R How to write a quantitative paper					
Teaching methods Lecture and exercises. The lecture deepens the students' theoretical knowledge in applied statistics. The exercises are used to give an introduction into R for statistical analysis as well as advanced handling of Excel for statistical purposes.					
Entry requirements Students have passed the module "Statistics" successfully.					
Types of assessment Graded examination Usually an examination with several components (Term Paper 80%, Presentation 20%), details to be announced at the beginning of the lectures by the Examination Board.					
Requirements for the award of credit points					

Passed presentation and Term Paper
Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Thomas Heun
Additional information Readings: Hill, R.C., W.E. Griffiths, and G.C. Lim (2018) <i>Principles of Econometrics</i> , 5th ed., London: Wiley. Kabacoff, R.I. (2022) <i>R in Action: Data Analysis and Graphics with R and Tidyverse</i> , 3rd ed., New York: Manning Publication. Verbeek, M. (2017) <i>A Guide to Modern Econometrics</i> , 5th ed., London: Wiley.

8989 Culture and Diversity (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8989	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students are sensitized to aspects of culture and diversity and their impact on society and economy. They know approaches and concepts to manage diversity and are able to evaluate these concepts critically.</p> <p>Furthermore, students have developed techniques in order to interact and communicate with members of other cultures effectively.</p>					
Content					
<p>Concepts of culture</p> <p>Cultural differences and how to cope with them</p> <p>Culture as construction</p> <p>Intercultural communication</p> <p>Developing intercultural competence</p> <p>Concept, fields, and challenges of Diversity Management</p> <p>Aspects of diversity in Organizational Development, HRM, Marketing, and PR</p>					
Teaching methods					
Seminaristic lectures in which concepts, case studies, and problems in practice are presented and discussed					
Entry requirements					
None					
Types of assessment					
<p>Graded examination</p> <p>Usually a Term Paper, details to be announced at the beginning of the lectures by the Examination Board.</p>					
Requirements for the award of credit points					
Passed examination					

Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Daniel H. Scheible
Additional information Readings: Gardenswartz, L., and A. Rowe (2003) <i>Diverse Teams at Work: Capitalizing on the Power of Diversity</i> , Alexandria: Society for Human Resource Management. Healey, J.F., and A. Stepnick (2019) <i>Diversity and Society: Race, Ethnicity, and Gender</i> , 6th ed., Thousand Oaks: Sage. Hofstede, G. (2001) <i>Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations</i> , 2nd ed., Thousand Oaks et al.: Sage. Luthans, F., and J.P. Doh (2020) <i>International Management: Culture, Strategy, and Behavior</i> , 11th ed., New York: McGraw-Hill. Trompenaars, F., and C. Hampden-Turner (2020) <i>Riding the Waves of Culture: Understanding Diversity in Global Business</i> , 4th ed., New York: McGraw Hill.

8990 Human Resource Development (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8990	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	90 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
Students have significantly broadened their knowledge of approaches, instruments, and methods of Human Resource Development. They are aware of the requirements which international and intercultural settings come along with and have developed an understanding of how to appropriately address these requirements.					
Content					
Strategic Human Resource Development – an increasingly international discipline					
The learning organization					
The HRD cycle and characteristics of sustainable HRD					
Identification of HRD needs					
Characteristics of an inclusive and diversity-oriented organization					
Learning in diverse organizational and cultural settings					
Integration of learning with work					
Designing HRD interventions					
Implementation of learning and development activities					
Evaluation of HRD interventions					
Global talent management					
Strategic performance management					
HRD in the context of corporate social responsibility					
Teaching methods					
Seminaristic lectures in which concepts and case studies are presented and discussed and small research projects conducted.					
Entry requirements					

It is recommended to attend the module "Human Resource Management" before taking this course
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually a Term Paper, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Daniel H. Scheible</p>
<p>Additional information</p> <p>Readings:</p> <p>Adler, N.J., and A. Gundersen (2008) <i>International Dimensions of Organizational Behavior</i>, 5th ed., Mason: Thomson South-Western.</p> <p>Gold, J., R. Holden, and J. Stewart et al. (2013) <i>Human Resource Development: Theory and Practice</i>, 2nd ed., Basingstoke: Palgrave Macmillan.</p> <p>Mankin, D. (2009) <i>Human Resource Development</i>, Oxford: Oxford University Press.</p> <p>Potoker, E.S. (2011) <i>International Human Resource Management: A Leadership Perspective</i>, 2nd ed., Abingdon: Routledge.</p> <p>Tarique, I., D.R. Briscoe, and R.S. Schuler (2016) <i>International Human Resource Management: Policies and Practices for Multinational Enterprises</i>, 5th ed., New York: Routledge.</p> <p>Wilson, J.P. (2012) <i>International Human Resource Development: Learning, Education and Training for Individuals and Organizations</i>, 3rd ed., London: Kogan Page.</p>

8991 Advanced Corporate Social Responsibility (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8991	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Depending on the students' previous knowledge (e.g. from the "Corporate Sustainability I" module), the course reiterates or introduces the spectrum of corporate challenges and responsibilities in managing their environmental, societal, and governance (ESG) issues.</p> <p>Students learn to reflecting prevailing and alternative views on macro-economics, business models, and corporate structures. They can identify key challenges and trade-offs between financial and non-financial goals, stakeholder expectations and legal requirements.</p> <p>Students are aware of legal requirements, mandatory and voluntary standards for reporting on corporate sustainability, including technical details such as materiality. They understand the complexities of managing risks systematically along global value and supply chains.</p> <p>This course provides a fundamental understanding of key sustainability concepts such as the UN 2030 Agenda for Sustainable Development; Stakeholder Theory and Creating Shared Value; Planetary Boundaries; Circular Economy; Wellbeing Economy; Doughnut Economics; True Cost Accounting.</p> <p>Students are aware of potential risks and even the deliberate misconduct by corporations in (mis)managing and (mis)communicating sustainability (e.g., greenwashing / whitewashing). They have reflected the practical challenges and opportunities, motivations and career prospects of being a sustainability professional.</p>					
Content					
<ul style="list-style-type: none"> - Fundamentals of ethics, morality and legal compliance - Key concepts and models of business in its socio-political and environmental contexts - Rules of the game (regulatory framework, prisoners' dilemma) - Principles of Sustainability and Corporate Citizenship - Due Diligence and risk management for externalities, human rights, labour practices - Governance of Health, Safety and Wellbeing (HSW) for employees and suppliers in global value and supply chains - Social License to Operate - Shareholder Value, Stakeholder Theory and Creating Shared Value - Critique of "Woke Capitalism": Political backlash against ESG 					

<ul style="list-style-type: none"> - Instrumental, normative and political approaches towards corporate sustainability - Fundamentals of sustainability communication - Legal and ethical aspects of whistleblowing in industry - Historic developments of Corporate Social Responsibility (CSR) and ESG in theory and practice - Overview about regulations and standards for non-financial reporting - Current case studies, especially to illustrate Issue and Crisis Management - Becoming a sustainability professional: challenges and opportunities, motivations and career prospects
<p>Teaching methods</p> <p>Seminaristic lectures and exercises, case studies. Ideally field trips / direct interaction with sustainability managers from the business world, regulatory authorities, NGOs, etc.</p>
<p>Entry requirements</p> <p>It is recommended to attend the module “Corporate Sustainability I” and the module on “Business Ethics” before taking this course, but exceptions are allowed.</p>
<p>Types of assessment</p> <p>Graded examination</p> <p>Usually an examination with several components (Written Examination 50%, Presentation 50%), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p> <p>Open to students of other degree programmes</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Klaus Hegemann</p>
<p>Additional information</p> <p>Main textbook for this course:</p>

Rasche, A., M. Morsing, and J. Moon et al. (2023) *Corporate Sustainability: Managing Responsible Business in a Globalised World*, 2nd ed., Cambridge: Cambridge University Press.

Further Readings:

Attenborough, D. (2021) *Breaking Boundaries*, Netflix Documentary.

Boylan, M., ed. (2014) *Business Ethics*, 2nd ed., John Wiley & Sons.

Braungart, M., and W. McDonough (2002) *Cradle to Cradle: Remaking the Way We Make Things*, Macmillan USA.

Clarkson, M.B.E., ed. (1998) *The Corporation and Its Stakeholders: Classic and Contemporary Readings*, University of Toronto Press.

Crane, A., et al. (2014) Contesting the Value of 'Creating Shared Value', *California Management Review*, 56(2).

Dixson-Declève, S., and A. McLeod (2021) *Wellbeing Economics, The Club of Rome Series*.

Elkington, J. (2004) Enter the Triple Bottom Line. In: Henriques, A., and J. Richardson, eds. *TBL: Does It All Add Up?*, Routledge, pp.1-16.

Elkington, J. (2018) 25 Years Ago, *Harvard Business Review*.

Elkington, J. (2020) *Green Swans: The Coming Boom in Regenerative Capitalism*, Greenleaf Book Group.

Freeman, R.E., B.L. Parmar, and K. Martin (2020) *The Power of And: Responsible Business Without Trade-Offs*, Columbia University Press.

Polman, P., and A. Winston (2021) *Net Positive: How Courageous Companies Thrive by Giving More Than They Take*, Harvard Business Review Press.

Porter, M.E., and M.R. Kramer (2011) Creating Shared Value, *Harvard Business Review*.

Prahalad, C.K., and S.L. Hart (2001) The Fortune at the Bottom of the Pyramid, *Strategy & Business*, (26).

Raworth, K. (2018) *Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist*, Cornerstone Books.

Sher, G., ed. (2012) *Ethics: Essential Readings in Moral Theory*, Routledge.

Thaler, R. (1994) *The Winner's Curse: Paradoxes and Anomalies of Economic Life*, Princeton University Press.

Walker-Said, C., and J.D. Kelly, eds. (2015) *Corporate Social Responsibility? Human Rights in the New Global Economy*, University of Chicago Press.

Students are also encouraged to make use of selected episodes from the following MOOCs:

Freeman, R.E. (n.d.) *Business in Society*, Coursera, Available from: coursera.org/learn/uva-darden-bizsociety [Accessed 22 March 2026].

Virtual Academy for Sustainable Development (n.d.) *Sustainability Marketing*, Available from:
www.va-bne.de [Accessed 22 March 2026]

8992 Digital Technology and Data Analytics Marketing (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8992	150 h	5 CP	5 th semester	Winter semester	1 semester
Courses Seminaristic lecture: 60 TU / 4 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile Students have understood the role of disruptive technology and data analytics. They have gained an overview about the different disruptive technologies and are able to understand the topic of data analytics. They have gotten insights for formulating an adequate, efficient and workable marketing strategy decision.					
Content Disruptive Technology and Data Analytics Marketing: <ol style="list-style-type: none">1. Innovation and the General Purpose Technology2. Dilemma Disruptive Technology3. 3-D Printing, Augmented Reality and Virtual Reality4. Strategy Disruptive Technology5. Strategic Marketing Management6. Introduction Data7. Data Analytics<ul style="list-style-type: none">• All Customers Differ• All Customers Change• All Competitors React• All Resources are Limited8. Agile Marketing					
Teaching methods Seminar form: Seminaristic lecture, accompanied by e-learning exercises Learning concept: Research oriented learning					
Entry requirements: Students have successfully passed the module "Marketing"					
Types of assessment Graded examination Usually a Term Paper, details to be announced at the beginning of the lectures by the Examination Board.					
Requirements for the award of credit points Passed examination					

Use of module (in other study programs)
Weight towards final grade 3.2%
Person in charge of module Prof. Dr. Thomas Heun
Additional information Readings: Chicago: Cerebellum Press. Spies, M., & Wenger, K. (2018). <i>Branded Interactions</i> . Wiesbaden: Verlag Hermann Schmidt. Chernev, A. (2019) <i>Strategic Marketing Management</i> , 10th ed., Chicago: Cerebellum Press. Palmatier, R., and S. Sridhar (2021) <i>Marketing Strategy based on First Principles and Data Analytics</i> , 2nd ed., Macmillan International. Spies, M., and K. Wenger (2018) <i>Branded Interactions</i> , Wiesbaden: Verlag Hermann Schmidt.

8993 Design Thinking (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8993	150 h	5 CP	5 th semester	Winter or summer semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 30 students
Learning outcomes / Competences and qualifications profile					
<p>Students understand and practically experience design thinking as a human-centred process of innovation. Working on some real-world challenges students collaborate with fellow students towards innovative solutions. They learn to identify problems and user needs within a given challenge and use both qualitative research methods and AI-supported tools to analyze insights and specify problem statements. Students creatively generate ideas and solutions using design thinking techniques and digital tools, including AI-assisted ideation and concept development. They develop and test prototypes, using feedback from real users and data-driven insights to refine their solutions. Students apply techniques from design thinking and are able to balance different design alternatives. By the end of the module, students are able to develop, present, and pitch innovative solutions while integrating strategic, user-centred, and market-oriented perspectives.</p>					
Content					
<ul style="list-style-type: none"> • Strategic management and design management • Application of design thinking process, including the five stages empathize, define, ideate, prototype, and test, using a practical real-world use case • Presentation and pitching of developed solutions • Human-AI innovation • Open innovation and user-centred innovation • Innovative business models for new markets 					
Teaching methods					
<p>The module is conducted in small, seminar-style groups, combining interactive lectures with guided exercises to explore design thinking and strategic design management. Students work on practical, real-world cases, using qualitative research methods and AI-supported tools to identify user needs, generate ideas, and develop solutions. They build and test prototypes, either hands-on with materials (e.g., LEGO) or digitally using apps and software, and present and pitch their solutions, receiving feedback to refine designs while integrating user-centred, strategic, and market-oriented perspectives.</p>					
Entry requirements: It is recommended to attend the module “Innovation Management” before taking this course.					
Types of assessment					
<p>Graded examination</p> <p>Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.</p>					

<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Brown, T. (2009) <i>Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation</i>, New York: HarperBusiness.</p> <p>Liedtka, J., and T. Ogilvie (2011) <i>Designing for Growth: A Design Thinking Toolkit for Managers</i>, New York: Columbia University Press.</p> <p>Meinel, C., and L. Leifer, eds. (2019) <i>Design Thinking Research: Looking Further: Design Thinking Beyond Solution-Fixation</i>, Switzerland: Springer Nature.</p> <p>Osterwalder, A., and Y. Pigneur (2010) <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>, Hoboken, NJ: John Wiley & Sons.</p> <p>Ries, E. (2017) <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i>, London: Random House.</p> <p>Tidd, J., and J. Bessant (2020) <i>Managing Innovation: Integrating Technological, Market and Organizational Change</i>, 7th ed., Hoboken, NJ: Wiley.</p>

8994 International Relations (Elective Module)

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8994	150 h	5 CP	4 th semester	Summer semester	1 semester
Courses Lecture: 30 TU / 2 SWS Exercise: 30 TU / 2 SWS		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Lecture: open Exercise: 30 students
Learning outcomes / Competences and qualifications profile Students are able to analyze topics in international relations by looking at them from different perspectives (e.g. realist or liberalist perspective) and levels of analysis (e.g. national or systemic level). Topics include international conflict and security policy, international cooperation and diplomacy, and global governance. Students have experienced international policies by taking part in a complex policy simulation game. They are familiar with the basic concepts and practice of international negotiations and have acquired practical skills in bargaining and decision-making.					
Content Overview of various political systems and instruments (while maintaining the international dimension throughout the course) and fundamentals of statehood (i.e. security, freedom, justice, order, welfare) Relationships between states, as well as international organizations and multinational corporations International Organizations and institutions such as UN, IMF, Worldbank, WTO and EU, here in particular the legal nature and its policies and polity Theories from the fields of economics, history, law, philosophy, geography, sociology, psychology, gender and cultural studies Topics to be discussed in class (among others): Globalization, international security (e.g. nuclear proliferation), terrorism, military interventions, human rights, global warming, migration or demography in general					
Teaching methods Lectures, accompanied by exercises in which a policy simulation is conducted as well as cases studies, text and video analyses, and group discussions.					
Entry requirements None					
Types of assessment					

<p>Graded examination</p> <p>Usually an examination with several components (Project Work and ungraded Assignment), details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed examination</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>3.2%</p>
<p>Person in charge of module</p> <p>Prof. Dr. Klaus Hegemann</p>
<p>Additional information</p> <p>Readings:</p> <p>Baylis, J., S. Smith, and P. Owens, eds. (2011) <i>The Globalization of World Politics: An Introduction to International Relations</i>, 5th ed., Oxford: Oxford University Press.</p> <p>Brück, T. (2007) <i>The Economic Analysis of Terrorism</i>, Oxon: Routledge.</p> <p>Devetak, R., J. George, and S. Percy, eds. (2017) <i>An Introduction to International Relations</i>, 3rd ed., Cambridge: Cambridge University Press.</p> <p>Ganor, B. (2007) <i>The Counter-Terrorism Puzzle: A Guide for Decision Makers</i>, Piscataway, NJ: Transaction Publishers.</p> <p>Hoffman, B. (2006) <i>Inside Terrorism</i>, New York: Columbia University Press.</p> <p>Jackson, R., and G. Sorensen (2016) <i>Introduction to International Relations: Theories and Approaches</i>, 6th ed., Oxford: Oxford University Press.</p> <p>Nau, H.R. (2017) <i>Perspectives on International Relations: Power, Institutions and Ideas</i>, 5th ed., Washington: CQ Press.</p> <p>North, D.C. (1990) <i>Institutions, Institutional Change and Economic Performance</i>, Cambridge: Cambridge University Press.</p> <p>Shimko, K.L. (2016) <i>International Relations: Perspectives, Controversies and Readings</i>, 5th ed., Boston: Cengage Learning.</p> <p>Van den Bossche, P., and W. Zdouc (2017) <i>The Law and the Policy of the World Trade Organization</i>, 4th ed., Cambridge.</p>

8995 Language Course

Code 8995	Workload 150 h	Credits 5 CP	Level of module 4 th semester	Frequency of offer Summer and Winter Semester	Duration 1 semester
Courses 4 SWS language course		Teaching time 60 TU / 4 SWS	Self-study 105 h		Planned group size Max. 20 students
Learning outcomes / Competences and qualifications profile As defined in "Module Guide for Credit-Bearing Language Courses offered by the Centre for Internationalisation and Languages (ZiS)"					
Content As defined in "Module Guide for Credit-Bearing Language Courses offered by the Centre for Internationalisation and Languages (ZiS)"					
Teaching methods As defined in "Module Guide for Credit-Bearing Language Courses offered by the Centre for Internationalisation and Languages (ZiS)"					
Entry requirements None					
Types of assessment Graded examination Usually a Written Examination, details to be announced at the beginning of the lectures by the Examination Board.					
Requirements for the award of credit points Passed examination					
Use of module (in other study programs)					
Weight towards final grade 3.2%					
Person in charge of module					

Prof. Dr. Franca Ruhwedel

Additional information

Readings:

As defined in “Module Guide for Credit-Bearing Language Courses offered by the Centre for Internationalisation and Languages (ZIS)”

8961 Internship/Semester Abroad

Code 8961	Workload 900 h	Credits 30 CP	Level of module 6 th semester	Frequency of offer Summer or winter semester	Duration 1 semester
Courses		Teaching time	Self-study 900 h		Planned group size Open
<p>Learning outcomes / Competences and qualifications profile</p> <p>The internship module enables students to apply their knowledge in a practical setting. Students gain insights into a company and into specific practical fields. During their stays as interns they work on different tasks in the companies and take over responsibility for certain topics. A practical work as an entrepreneur can be regarded as an internship if a professional business plan is followed. The business start-up must be suitable for acquiring the skills to be acquired in the practical semester.</p> <p>Students opting for a semester abroad gain intercultural competencies. They improve their foreign language skills or even study a new foreign language, learn how to get along in a foreign educational system and work with other students and teaching staff of different nationalities.</p>					
<p>Content</p> <p>Depending on company or university abroad. Topics will be discussed beforehand with teaching staff of Rhine-Waal University of Applied Sciences.</p>					
<p>Teaching methods</p>					
<p>Entry requirements</p> <p>90 credit points achieved</p>					
<p>Types of assessment</p> <p>Certificate (Testat)</p>					
<p>Requirements for the award of credit points</p> <p>20 weeks of internship have to be completed. An internship report and a presentation which have to meet quality criteria have to be delivered.</p> <p>In case of a start-up in addition a business and financial plan must be submitted when applying for the internship semester, as well as interim reports at the end of each internship semester month, which provide an insight into the start-up progress.</p> <p>In case of a semester abroad at least 15 ECTS have to be earned at the foreign university which is based in a non-German speaking country. Exceptions can be made in cases in which the success of the semester abroad is defined in a different way.</p>					

Use of module (in other study programs) Same module for all Bachelor degree programmes of the faculty
Weight towards final grade None (ungraded)
Person in charge of module All professors of the faculty
Additional information

8971 Bachelor Workshop I: Advanced Structuring and Writing Skills

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8971	150 h	5 CP	7 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 35 students
Learning outcomes / Competences and qualifications profile					
<p>Building on the experience of previous semesters, students will improve and deepen their structuring and writing skills in preparation for the bachelor thesis. They will refresh their capabilities in searching, reading and critically evaluating literature. They will be able to write a systematic literature review, to identify a scientific gap, to develop a research question, to select a sound theoretical framework and to formulate hypotheses derived from this framework. They will understand the different roles of theory and empirics in a thesis and the importance of selecting a method to test their hypotheses, if appropriate. They will also understand how to present and discuss their findings in a coherent manner. They will acquire an understanding of the structure of academic papers and will learn to apply this knowledge by developing their own structure for their theses that addresses the research question on a sound methodological and theoretical basis. Students will be able to communicate their research results in an appropriate written form. They will improve their ability to read effectively and critically and to write concisely and clearly.</p>					
Content					
<p>The <i>differentia specifica</i> of academic writing</p> <p>The writing process</p> <ul style="list-style-type: none"> - Finding and assessing literature - Reading, paraphrasing and summarising - Referencing and reference management - AI literacy for academic writing - Scientific integrity - Literature review and scientific gap - Finding a topic and filling the gap: from research question to hypotheses - Selection of a theoretical framework - How to integrate method, findings and discussion in a thesis - Selection, use and scope of AI tools for academic writing - Iterative writing <p>Structure of a thesis</p> <ul style="list-style-type: none"> - The ideal type: introduction, literature review, theoretical framework, method, findings, discussion, conclusions, references and appendices - Deviations and alternatives 					

<p>Finishing your BA thesis</p> <ul style="list-style-type: none"> - Formal requirements and procedure of the thesis - Key elements and role of the research proposal - Feedback and proof reading - Writer's blocks - Technical and social backups
<p>Teaching methods</p> <p>The module is taught as a workshop using e-learning elements and face-to-face interaction. It consists of teacher-centred input, individual assignments, group work and writing exercises. Building on brief presentations of their own research projects, students discuss how to structure and write a convincing thesis and are encouraged to ask specific questions about the process of writing their BA theses.</p>
<p>Entry requirements</p> <p>175 credits points recommended (including internship or semester abroad)</p>
<p>Types of assessment</p> <p>Certificate (Testat)</p> <p>Usually project work, details to be announced by the Examination Board at the beginning of the lecture period.</p>
<p>Requirements for the award of credit points</p> <p>Passed assessment</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>None (ungraded)</p>
<p>Person in charge of module</p> <p>Prof. Dr. Torsten Niechoj</p>
<p>Additional information</p> <p>Recommended readings:</p> <p>Alley, M. (2018) <i>The Craft of Scientific Writing</i>, 4th ed., New York: Springer.</p> <p>Bailey, S. (2020) <i>Academic Writing for International Students of Business</i>, 3rd ed., London and New York: Routledge.</p> <p>Furseth, I., and E.L. Everett (2013) <i>Doing Your Master's Dissertation. From Start to Finish</i>, Los Angeles and London and New Delhi and Singapore and Washington DC: Sage.</p> <p>Glasman-Deal, H. (2020) <i>Science Research Writing for Non-Native Speakers of English. A Guide for Non-Native Speakers of English</i>, 2nd ed., London: Imperial College Press., 4th ed., New York: Springer., 3rd ed., London</p>

and New York: Routledge., Los Angeles and London and New Delhi and Singapore and Washington DC: Sage., 2nd ed., London: Imperial College Press.

8972 Bachelor Workshop II: Data Analysis and Presentation

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8972	150 h	5 CP	7 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 35 students
Learning outcomes / Competences and qualifications profile					
<p>The over-all goal of this course is to enable students to analyse, visualize and present their own data in a scientific way. Students refresh their knowledge on the different steps of the research process and the qualitative as well as quantitative methods of data collection. Students who passed this course successfully will be able to analyse qualitative and/or quantitative data using computer software. They are able to leverage AI-enhanced techniques to accelerate qualitative coding, identify patterns, perform statistical modeling, and apply machine learning methods to extract actionable insights. They learn which information belongs in the data and method section and what content needs to be included in the results or discussion section of their BA thesis. They know how to create appropriate tables and graphs for their BA thesis and the colloquium. They have the ability to present their research findings in a scientific way.</p>					
Content					
<p>Research process and research question: Literature search using multiple tools (e.g., KatalogPlus, Perplexity); aligning research questions with suitable methodologies</p> <p>Selecting/collecting and analysing data for qualitative or quantitative empirical studies</p> <p>Qualitative data analysis:</p> <ul style="list-style-type: none"> Methodologies: qualitative content analysis, grounded theory, case study Creating data files, coding and data analysis using software applications such as MAXQDA or ATLAS.ti Data integration from multiple sources (e.g., surveys, social media) AI-enhanced qualitative analysis: Using AI tools to accelerate coding, pattern recognition, and synthesis <p>Quantitative data analysis:</p> <ul style="list-style-type: none"> Methodologies: quantitative content analysis, descriptive statistics, correlation, regression, variance analysis Applying statistics using software applications such as Excel, SPSS, R or Stata AI-enhanced quantitative analysis: AI-supported statistical modeling and machine learning in R or Python Advanced data handling and cleaning (AI-assisted): Data preprocessing, missing data imputation, outlier detection <p>Data visualization and presentation:</p> <ul style="list-style-type: none"> Integrating qualitative and quantitative data into scientific texts Designing tables, charts, and graphs Presenting and defending research findings (e.g., BA thesis colloquium) 					

<ul style="list-style-type: none"> • Ethics, bias, and explainability in AI: Responsible use of AI, data privacy, and reproducibility
<p>Teaching methods</p> <p>The module is taught as a workshop with face-to-face interaction, including teacher-centred input, individual assignments, peer review, and group work. Students engage in practical exercises to analyse qualitative and quantitative data, applying AI-enhanced techniques to accelerate coding, detect patterns, and perform statistical modeling, while learning to structure and write a convincing thesis and create clear tables and graphs. Throughout the module, they receive structured feedback and guidance to improve data visualization, scientific communication, and the overall quality of their BA theses.</p>
<p>Entry requirements</p> <p>175 credits points recommended (including internship or semester abroad)</p>
<p>Types of assessment</p> <p>Certificate (Testat)</p> <p>Usually an Assignment, details to be announced at the beginning of the lectures by the Examination Board.</p>
<p>Requirements for the award of credit points</p> <p>Passed assessment</p>
<p>Use of module (in other study programs)</p>
<p>Weight towards final grade</p> <p>None (ungraded)</p>
<p>Person in charge of module</p> <p>Prof. Dr. Kathrin Weidner</p>
<p>Additional information</p> <p>Readings:</p> <p>Cargill, M., and P. O'Connor (2021) <i>Writing Scientific Articles. Strategies and Steps</i>, 3rd ed., Chichester: Wiley.</p> <p>Field, A. (2018) <i>Discovering Statistics Using IBM SPSS Statistics</i>, 5th ed., London: Sage Publications.</p> <p>Garcia Quevedo, D., and J. Kuri (2026) <i>AI for Qualitative Research: A Hands On Guide for Management Scholars</i>, Cham: Palgrave Macmillan.</p> <p>Kuckartz, U., and S. Rädiker (2019) <i>Analyzing Qualitative Data with MAXQDA: Text, Audio, and Video</i>, Cham: Springer.</p> <p>MAXQDA (2022) <i>MAXQDA Online Manual</i>, Available from: https://www.maxqda.com/download/manuals/MAX2022-Online-Manual-Complete-EN.pdf [Accessed 6 March 2026].</p>

Ott, R.L., and M. Longnecker (2021) *An Introduction to Statistical Methods and Data Analysis*, 7th ed., Boston: Cengage Learning.

Prandner, D., D. Wetzelhütter, and S. Hese (2025) ChatGPT as a data analyst: an exploratory study on AI-supported quantitative data analysis in empirical research, *Frontiers in Education*, 9, pp.91-114.

8973 Bachelor Workshop III: Advanced Seminar

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8973	150 h	5 CP	7 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Seminaristic lecture: 60 TU / 4 SWS		60 TU / 4 SWS	105 h		Seminaristic lecture: 35 students
Learning outcomes / Competences and qualifications profile					
<p>In this module students get the opportunity to receive feedback and advice on the research project of their upcoming bachelor thesis. They are asked to write a research proposal for their thesis covering a literature review, scientific gap, research question, theoretical framework and potential hypotheses, methodological approach and an outline. Further requirements for this proposal may be specified by the examiner of the bachelor thesis. Based on this proposal, they present their research approach in a convincing way, state preliminary findings and defend the approach professionally. They will practice to review proposal and presentation of other students and to offer helpful feedback and to make use of feedback by peers and examiners in order to develop further their approach.</p>					
Content					
<p>Preparing a research proposal</p> <p>Presenting a research proposal in a professional way</p> <p>Defending and developing further your ideas</p> <p>Commenting and criticising the research of others</p>					
Teaching methods					
Students prepare a research proposal, present it and discuss the proposals of fellow students.					
Entry requirements					
175 credits points recommended (including internship or semester abroad)					
Types of assessment					
<p>Certificate (Testat)</p> <p>Usually a Project Work, details to be announced at the beginning of the lectures by the Examination Board.</p>					
Requirements for the award of credit points					
Preparation of research proposal and presentation, discussion of proposal and presentation of another student.					

Use of module (in other study programs)
Weight towards final grade None (ungraded)
Person in charge of module All professors of the faculty
Additional information

8901 and 8902 Bachelor Thesis and Colloquium

Code	Workload	Credits	Level of module	Frequency of offer	Duration
8901/8902	450 h	15 CP	7 th semester	Winter semester	1 semester
Courses		Teaching time	Self-study		Planned group size
Bachelor Thesis: 12 CP Colloquium: 3 CP		Depends on need and demand	450 h		1 student
Learning outcomes / Competences and qualifications profile					
<p>Students have conducted their own studies examining a research question from their scientific discipline, developing an appropriate methodological approach, and reflecting their research design and findings critically.</p> <p>During the disputation students have proven their competencies in evaluating the topic and reflecting on its impact on real-life problems.</p>					
Content					
<p>Depends on the topic; inter alia:</p> <p>Researching and evaluating literature</p> <p>Developing a research question and deriving hypotheses</p> <p>Operationalizing constructs</p> <p>Analysing methodological strengths and weaknesses of different research approaches</p> <p>Developing research designs</p> <p>Conducting the studies</p> <p>Evaluating the results</p> <p>Writing the thesis</p> <p>Presenting and defending the findings</p>					
Teaching methods					
Individual supervision and support					
Entry requirements					
175 credits points achieved (including internship or semester abroad)					
Types of assessment					
Written Bachelor Thesis and oral disputation ("Colloquium")					

Requirements for the award of credit points
Passed Bachelor Thesis and Colloquium as well as successful completion of all other modules of the curriculum
Use of module (in other study programs)
Same module for all Bachelor degree programmes of the faculty
Weight towards final grade
15% Bachelor Thesis and 5% Colloquium
Person in charge of module
All professors of the faculty
Additional information

Dokumentenhistorie

Jede Änderung führt zu einer neuen Version. Sobald Module ausgetauscht werden, Inhaltlich neu ausgerichtet werden oder sich der Name des Moduls ändert, wird die Version um 1 erhöht. Alle kleinen Änderungen führen um eine Erhöhung rechts vom Punkt.

Version	Datum	Verantw.	Bemerkung
1.0			Version für die Akkreditierung „International Business and Social Sciences, B.A.“
1.1	4.10.2013	TN	Koch replaced by Ruhwedel as person in charge of modules
1.2	19.01.2015	AR	Title changed (Degree Programme)
1.3	22.01.2015	TN	Changes in the module description of Economics and International Economic Development; persons in charge (re-)allocated
1.4	23.01.2015	FR	Changes in the module description of Accounting, Controlling, Corporate and Investment Finance, Advanced Finance and Accounting
1.5	06.03.2015	TN	Corrected values for 'weight towards final grade'; revised version of curriculum inserted
1.6	30.04.2015	FR	Changes in the module description of "Bachelor Workshop III – Advanced Seminar"
1.7	10.03.2016	FR	Update of Readings suggestions in various modules
1.8	31.08.2016	KH	IBSS_3.06: Update in content and person in charge, IBSS_4.02: Update in Readings suggestions and person in charge
2.0	08.12.2016	FR	Four modules added (IBSS_W.07 – IBSS_W.10)
Reakkreditierung als "International Business Administration"			
1.0	01.02.2018	FR	Adapted to new structure of study degree programme "International Business Administration, B.A."
1.1	11.07.2019	DHS	Adapted to requirements of new examination regulations New elective module (IBA_W.13)
1.2	21.11.2019	DHS	Haag replaced by Weidner as person in charge of modules Update of Readings suggestions in various modules
1.3	06.01.2022	TN	Update of contents of several modules
2.0	08.08.2023	TN/FR	Change of module titles (Entrepreneurship, Advanced CSR, Digital Management, BA Workshop Advanced Structuring and Writing Skills), new sequence of BA workshops and new elective Design Thinking, new person in charge of module International Business Law, International Relations as Elective Course etc (general restructuring as path of the reaccreditation of the degree programme)
2.1	09.11.2023	FR	Language course as additional elective course
2.2	02.02.2024	FR	Addition of Type of Assessment
2.3	11.03.2024	FR	Change of planned group size for exercises from 40 to 30, Change of type (L/SL/Ü) for some modules
2.4	25.03.2024	FR	Addition of distribution of points for exams.

2.5	05.06.2024	FR	Change in details regarding exam requirements.
2.6	17.03.2025	MH	Inclusion of AI-related aspects into the relevant modules.
2.7	23.02.2026	MH	The descriptions of modules (Prof. Dr. Niechoj) have been updated with a particular focus on teaching methods and AI skills.
2.8	09.03.2026	MH	The descriptions of modules (Prof. Dr. Weidner) have been updated with a particular focus on teaching methods and AI skills.
2.8	09.03.2026	MH	Update of readings suggestions in various modules (Prof. Dr. Weidner, Prof. Dr. Ruhwedel)
2.9	16.03.2026	MH	The description of module "Communication and Cooperation (Prof. Dr. Hegemann) has been updated with a particular focus on teaching methods and AI skills.
3.0	23.03.2026	KW	Update of citation style