



Bachelor programme

Business Administration with
Internship

Münster University of Applied Sciences,
Germany
Münster School of Business

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1. Introduction

Overall Learning Objectives

Graduates can solve business problems independently and in a team using specialist knowledge and appropriate methods. They meet the requirements of both practice and further scientific training.

Knowledge and Instrumental Skills

The graduates have broad and integrated knowledge in the business areas of purchasing, production, sales, marketing, human resources, organization, logistics, finance, accounting and controlling as well as taxes and auditing. They manage operational and selected strategic processes also in digitized areas.

The graduates also have relevant knowledge at the interfaces to other areas such as mathematics/statistics, business informatics, law and economics, which allows them to carry out their processes with the methodical know-how from these areas or under the given framework.

In addition to the daily recurring processes, the graduates design and organize projects that include objectives outside of operational routine. They are able to coordinate and control projects using digital tools. They develop new solutions, which they critically reflect on, present and represent to the outside world with reliable arguments.

Based on the interface knowledge to the field of economics and the knowledge acquired in the field of companies and society, graduates can place business administration in a larger overall context and critically reflect on their own actions against the background of social responsibility.

Graduates can assess the main effects of digitization on companies, markets and society. They are able to develop entrepreneurial structures and processes adequately.

The graduates are able to engage in everyday conversation in English, they also understand business-related literature and are able to work in a company in which the business language is English.

Social and Personal Skills

Both in day-to-day business and in projects, the graduates are able to represent their own positions convincingly. They can also receive feedback in a solution oriented way.

The graduates know different leadership styles and can use them to lead others by motivation, delegation and goal setting.

Graduates can organize their own learning independently on the basis of efficient time and information management and clearly defined goals. These skills enable them to start new projects and challenging tasks. Personal development can be achieved.

The graduates are able to act entrepreneurially, i.e. they develop their own initiative, become active with foresight and are particularly willing to implement innovations, accepting limited risks, in order to achieve set goals.

2. Study Programme

Financial Business Administration I [MSB.1.0123.0.P]	
Examination: [MSB.1.0123.0.P] Financial Business Administration I	Course No: ECTS credits: 7
Recommended classification: 1st semester	Compulsory mark: [PF] Language of instruction: German
Module Leader: Professor Dr. Olaf Tanto	Module frequency: WiSe/SoSe How to register:
Student support: Professor Dr. Ronny Gebhardt, Professor Dr. Olaf Tanto, Professor Dr. Dirk Thoms-Meyer, Professor Dr. Isabel von Keitz	
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • know the key factors of influence that determine the tax burdens of private individuals and businesses, • are able to resolve basic taxation problems by independently applying the expertise gained, • recognise interfaces between taxation and other areas of business administration such as investment accounting, finance or accounting, • understand the importance of business accounting in general and bookkeeping in particular, and are able to get to grips with technical terms properly, • are able to describe the components of annual financial statements and their content, • are able to enter transactions correctly and to describe the effects they have on balance sheets, profit and loss account, and liquid assets.
Type and length of examination	Written examination (120 mins)
Teaching format	<p>Taxation Part: Teaching in the form of seminars supplemented by tutorials</p> <p>Bookkeeping and Accounting Part: Blended learning, i.e. independent processing of a web-based learning module (ILIAS platform) and teaching in the form of seminars supplemented by tutorials</p>
Teaching content	<p>Taxation Part: Fundamentals of the taxation of private individuals and businesses in due consideration of procedural law, income tax law, trade tax law and corporation tax law.</p> <p>Bookkeeping and Accounting Part: Foundations of accounting, the organisation of bookkeeping, the technique of bookkeeping, entering selected transactions, the effects of transactions on annual financial statements.</p>

Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 120 h 210 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	<p>Bornhofen: Steuerlehre 1 and 2, Gabler Verlag Grefe: Unternehmenssteuern, Kiehl Verlag</p> <p>Schäfer-Kunz: Buchführung und Jahresabschluss, Schäffer-Poeschel, the latest edition</p> <p>Baetge/ Kirsch/ Thiele: Bilanzen, IDW-Verlag, the latest edition</p>	

Management Processes [MSB.1.0183.0.P]		
Examination: [MSB.1.0183.0.P] Management Processes	Course No:	ECTS credits: 6
Recommended classification: 1st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Benjamin Matthies	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Ronny Gebhardt, Prof. Dr. Benjamin Matthies Prof. Dr. Sonja Öhlschlegel-Haubrock, Prof. Dr. Klaus Schulte, Prof. Dr. Siedenbiedel		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to differentiate the subject matter of business administration, • have a general idea of the key functions, levels and dimensions of corporate management, • understand the significance of human resources management as a success factor for companies, • are able to explain the concepts of the organisational set-up of value creation processes and structures, and to apply them to examples, 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Lectures combined with blended learning and case study work in the area of human resources • Teaching in the form of seminars, group work, mentoring in the area of learning how to study 	
Teaching content	<ul style="list-style-type: none"> • Basic introduction to Business Administration topics • Overview of strategic and normative management • Central fields of activity and relevant framework conditions of professional human resources management • Development-oriented approach to organisation • Value creation processes and structures 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Bach, N./ Brehm, C./ Buchholz, W./Petry, T. (2012): Wertschöpfungsorientierte Organisation, Wiesbaden, current edition Haubrock, A./ Öhlschlegel-Haubrock, S. (2009): Personalmanagement, 2. überarbeitete Auflage. Kohlhammer	

	Thommen, J.-P./ Achleitner, A.-K. current edition, Gabler
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Mathematics and Business Informatics [MSB.1.0188.0.P]		
Examination: [MSB.1.0188.0.P] Mathematics and Business Informatics	Course No:	ECTS credits: 8
Recommended classification: 1 st Semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Christiane Fühner	Module frequency: WiSe/SoSe	How to register:
Student support: Nina Büchel, Prof. Dr. Michael Bücken, Prof. Dr. Christiane Fühner, Prof. Dr. Jürgen Nonhoff, Prof. Dr. Anja Stumpf,		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • have a sound knowledge of mathematics and information technology, enabling them to resolve economic issues, • are able to formulate and solve systems of linear equations and simple linear optimisation tasks arising from economic issues, • know how to handle economic functions and are able to solve corresponding non-linear optimisation tasks, • are able to characterise sequences and series, develop them independently and make appropriate use of them in economic issues, • are experienced in using the latest IT tools, particularly standard business application systems (presentation software, spreadsheets, word processing), • are able to design and create programs and databases, • are aware of the latest information about the safe use of the internet. 	
Type and length of examination	Written examination (150 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures and teaching in the form of seminars • Learning team coaching • Accompanying exercises (on Office, programming and databases) in the PC pool • Online tests (multiple choice) throughout the semester 	
Teaching content	<ul style="list-style-type: none"> • Linear algebra (including matrix operations, systems of linear equations) • Sequences, series and limits • Differential calculus with one or more variables • Integral calculus • Business application systems, particularly Office products (word processing, spreadsheets, presentation software) • Foundations of hardware • Programming and databases 	
Workload	Face-to-face instruction: 7 hrs/wk per semester: Preparatory and follow-up work by student:	105 h

	Total:	135 h 240 h
Requirements with regard to content	Basic knowledge of school mathematics	
Formal requirements	Proof of academic achievement in accordance with § 17 of the General Part of the Examination Regulations for the Bachelor and Master Degrees at the University of Applied Sciences (AT PO)	
Recommended reading	<p>Handbücher des RRZN zu den Office Produkten</p> <p>Stahlknecht/Hasenkamp: Einführung in die Wirtschaftsinformatik</p> <p>Schwarze, J.: Mathematik für Wirtschaftswissenschaftler, Band 1: Grundlagen, current edition</p> <p>Schwarze, J.: Mathematik für Wirtschaftswissenschaftler, Band 2: Differential- und Integralrechnung, current edition</p> <p>Schwarze, J.: Mathematik für Wirtschaftswissenschaftler, Band 3: Lineare Algebra, Lineare Optimierung und Graphentheorie, current edition</p>	

Business Law [MSB.1.0188.0.P]		
Examination: [MSB.1.0188.0.P] Business Law	Course No:	ECTS credits: 8
Recommended classification: 1st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Christoph Buchmüller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Christoph Buchmüller, Prof. Dr. Andrea Kersting		
Learning Outcomes	Students <ul style="list-style-type: none"> • know and understand general legal foundations and the foundations of contract law (in particular sale of goods law) and are able to evaluate the provisions concerned, • are able to reiterate, classify and explain the content acquired, • are capable of applying the knowledge gained to legal issues from business practice (cases) by using the relevant laws (subsumption), • analyse cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Learning in small groups (case work) 	
Teaching content	<ul style="list-style-type: none"> • Foundations of legal transactions • Contractual obligations and impairments of the performance of an obligation (in particular sale of goods law) • Tort law, in particular §§ 823, 831 of the German Civil Code (BGB) • Main features of movable property law 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 150 h 240 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	nwb Textausgabe, Wichtige Gesetze des Wirtschaftsprivatrechts, current edition Jos Mehrings: Grundzüge des Wirtschaftsprivatrechts, Vahlens Lernbücher, current edition München 2015	

Primary Business Processes [MSB.1.0067.0.P]		
Examination: [MSB.1.0067.0.P] Primary Business Processes	Course No:	ECTS credits: 6
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Christiane Fühner	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Carmen Albrecht, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Carsten Feldmann, Prof. Dr. Christiane Fühner, Prof. Dr. Bert Kiel, Prof. Dr. Roland Multhaupt, Prof. Dr. Ralf Schengber		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the individual tasks in the different parts of the corporate value creation chain (procurement, production and marketing), including the tools used and the logistical implications, • are able to derive material requirements, schedule them and calculate order quantities, • are able to determine the production programme, schedule it, split it into internal batches, determine intensities and operating times for machines, and schedule internal orders, • know the fundamentals of marketing and the four traditional tools in the marketing mix (product, price, communication and distribution policy). 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures and teaching in the form of seminars • Independent processing of tasks and subsequent presentation of work 	
Teaching content	<ul style="list-style-type: none"> • Procurement, production and logistics (analysis of range of materials, material requirement and order quantity planning, storage of materials, production programme planning, scheduling production, production distribution planning, size of order planning, operational scheduling) • Foundations of marketing (market-oriented corporate management, marketing management process, information procurement, product, contracting, communication and distribution policy) 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90h 150 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Adam, D.: Produktionsmanagement, current edition, Wiesbaden 1998	

	<p>Corsten, H./ Gössinger, R.: Produktionswirtschaft, current edition München</p> <p>Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing, Grundlagen marktorientierter Unternehmensführung, current edition Wiesbaden</p> <p>Wannenwetsch, H.: Integrierte Materialwirtschaft und Logistik, current edition, Berlin, Heidelberg, New York</p>
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Financial Business Administration II [MSB.1.0067.0.P]		
Examination: [MSB.1.0067.0.P] Financial Business Administration II	Course No:	ECTS credits: 7
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Juliane Wolf	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ronny Gebhardt, Prof. Dr. Holger Pooten, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte, Prof. Dr. Christian Tallau, Prof. Dr. Juliane Wolf		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to apply the key methods of investment accounting, assess their suitability and explain their interdependence with finance, • are able to explain how the most important financing options work and to apply and assess selected types, • are able to explain generally accepted accounting principles, including their taxonomy and classify them with regard to the functions of commercial accounting standards, • know the key recognition, measurement and disclosure regulations of the German Commercial Code (HGB), including the key implicit and explicit accounting options, and are able to apply these to specific accounting issues in accordance with generally accepted accounting principles, • are able to explain the functions, requirements to prepare financial statements, and content of the notes to the financial statement, the management report, the statement of changes in equity and the cash flow statement, • know the terms and understand the interrelations of the underlying standards of actual cost accounting, • are able to portray the fundamental operational structures in standard cost accounting models. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • The following alternatives exist in the area of Investment and Finance: <ul style="list-style-type: none"> a) Teaching in the form of seminars, including exercises/case studies and b) Technical input through e-learning and active preparatory work before the course combined with face-to-face instruction to consolidate, link and practice using content • In the area of Accounting and Accounting Policy, teaching in the form of seminars including supplementary exercise units to tackle case studies • In the area of Cost Accounting, teaching in the form of seminars with supplementary exercises 	

Teaching content	<ul style="list-style-type: none"> • Objectives and tasks of financial management • Investment accounting methods on perfect capital markets (static and dynamic methods) and complete financial planning • Financing methods: internal self-financing, external self-financing of listed and unlisted companies, internal debt financing, external debt financing using loans and bonds • Branches of accounting and associated operands • Addressees and objectives of the annual financial statements • Generally accepted accounting principles and recognition, measurement and disclosure regulations pursuant to commercial law • Notes to the financial statement, the management report, the statement of changes in equity and the cash flow statement • Cost-type accounting with actual costs; examination of the most important cost types • Cost centre accounting including internal cost allocation • Cost unit accounting: all costing procedures • Cost splitting and costing on the basis of variable costs • Short-term decision accounting and multi-stage direct costing 	
Workload	<p>Variant a:</p> <ul style="list-style-type: none"> • Face-to-face instruction (7 hrs/wk per semester): 79 hrs • Preparatory and follow-up work by student: 131 hrs • Total: 210 hrs 	<p>Variant b:</p> <ul style="list-style-type: none"> • Face-to-face instruction (6 hrs/wk per semester): 68 hrs • Preparatory and follow-up work by student (including e-learning units): 142 hrs • Total: 210 hrs
Requirements with regard to content	Basic Bookkeeping course	
Formal requirements	None	
Recommended reading	<p>Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, 16. Auflage, Vahlen, current edition</p> <p>Zantow/ Dinauer: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, 3. Aufl., Pearson Studium, current edition</p> <p>Baetge, Jörg/ Kirsch, Hans-Jürgen/ Thiele, Stefan: Bilanzen, current edition</p> <p>Buchholz, Rainer: Grundzüge des Jahresabschlusses nach HGB und IFRS, current edition</p> <p>Coenenberg, Adolf Gerhard/ Haller, Axel/ Schultze, Wolfgang: Jahresabschluss und Jahresabschlussanalyse, current edition</p>	

	Jossé, G.: Basiswissen Kostenrechnung, München, current edition von Lojewski, Ute/ Thalenhorst, Jobst: Kosten- und Erlösrechnung, Berlin, current edition
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Statistics [MSB.1.0067.0.P]		
Examination: [MSB.1.0067.0.P] Statistics	Course No:	ECTS credits: 5
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Reiner Kurzhals	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Reiner Kurzhals		
Learning Outcomes	Students are able <ul style="list-style-type: none"> to grasp the standard methods of data evaluation and data description (descriptive statistics) and to understand their selection and application, to use the basic methods of inferential statistics, to independently carry out the practical application of basic statistical methods on the basis of existing data by using established software (IBM SPSS), to comprehend and assess the quality of results obtained by non-independent statistical investigations. 	
Type and length of examination	Written examination (90 mins)	
Teaching format	<ul style="list-style-type: none"> Lectures with integrated exercises Tutorials (voluntary participation), intended as learning support to consolidate lecture content and to create the basis for exercises 	
Teaching content	Descriptive statistics <ul style="list-style-type: none"> Statistical characteristics and statistical distributions Indicators of a sample Measures of association Inferential statistics <ul style="list-style-type: none"> Foundations of the calculation of probabilities Random variable and probability distributions Statistical estimation techniques Statistical testing procedures/ univariate, bivariate and multivariate hypothesis testing The statistics software IBM SPSS is used throughout the course to illustrate content using data analysis	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 90 h 150 h
Requirements with regard to content	Basic knowledge of mathematics	
Formal requirements	None	
Recommended reading	R. Kurzhals: Schnellkurs Statistik, 1. Auflage, Wiley Verlag, 2015	

Economics I [MSB.1.0278.0.P]		
Examination: [MSB.1.0278.0.P] Economics	Course No:	ECTS credits: 7
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: [WiSe/SoSe]	How to register:
Student support: Dr. Oliver Fohrmann, Prof. Dr. Nina Michaelis, Prof. Dr. Jürgen Reckwerth, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	<p>Students should be able to</p> <ul style="list-style-type: none"> • understand and apply the key terms and methods of microeconomics and macroeconomics, • explain basic macroeconomic connections and their significance for companies. In this respect, macroeconomic connections refer to: <ul style="list-style-type: none"> o Economic performance, its long-term development and short-term fluctuations o The monetary sector and labour markets o International economic relations • understand how competitive markets and other types of market work, and predict changes in prices and sales volumes due to exogenous and endogenous effects, • understand and apply economic decision-making by both manufacturers and consumers, • apply models taught in lectures to issues, and critically assess the results. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of macroeconomics. • Foundations of microeconomics. 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 130 h 210 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Mankiw, G. Makroökonomie, current edition Mankiw, G.: Grundzüge der Volkswirtschaftslehre, current edition Krugmann, P./ Wells. R.: Volkswirtschaftslehre, current edition	

Learning how to study [MSB.1.0243.1.P]		
Examination: [MSB.1.0243.1.P] Learning how to study	Course No:	ECTS credits: 1
Recommended classification: 1st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. S. Öhlschlegel-Haubrock	Module frequency: [WiSe/SoSe]	How to register: Via LSF
Student support: Prof. Dr. Sonja Öhlschlegel-Haubrock, Dr. Jutta Rach, Prof. Dr. Juliane Wolf,		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • reflect upon their motivation to study by drawing on general impacts on motivation to learn and study. • apply self-management methods in their own learning process, • formulate potential learning steps on the use of lectures in the learning process, recognising the needs and application situations of reproductive and comprehension-oriented strategies, • use strategies for interpreting texts, • create the framework conditions required for cooperative learning. 	
Type and length of examination	None	
Teaching format	<ul style="list-style-type: none"> • Group work supervised by mentors • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Motivation to study • Self-management at university • Learning strategies, learning techniques, barriers to learning • Cooperative learning 	
Workload	Face-to-face instruction: 1 hrs/wk per semester: Preparatory and follow-up work by student: Total:	7,5 h 22,5 h 30 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Krengel, M.: Golden Rules. Erfolgreich Lernen und Arbeiten: Alles was man braucht, Eazybookz, current edition	

Scientific Work I [MSB.1.0243.2.P]		
Examination: [MSB.1.0243.2.P] Learning how to study	Course No:	ECTS credits: 3
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Ronny Gebhardt	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ronny Gebhardt, Christoph Hachtkemper, Prof. Dr. Christian Tallau, Prof. Dr. Olaf Tanto and lecturer		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the importance of epistemological foundations for scientific work, • are able to explain and implement the process of scientific work, • are able to apply basic scientific tools, • are able to consider formal criteria concerning scientific work, • demonstrate analytical skills when dealing with texts, and are able to take a critical stance, • are able to prepare presentations and write short papers taking into account the main formal requirements. 	
Type and length of examination	Preparation of a 4-page seminar paper on a given subject within a period of two weeks.	
Teaching format	Teaching in the form of seminars in groups of around 25.	
Teaching content	<ul style="list-style-type: none"> • Epistemological foundations • Criteria concerning scientific work • Steps involved in preparing an academic paper, including the review, selection and assessment of the literature. 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	30 h 60 h 90 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Franck, N./ Stary, J.: Die Technik wissenschaftlichen Arbeitens, current edition, Schönigh-Verlag UTB, Paderborn Kornmeier, M.: Wissenschaftstheorie und wissenschaftliches Arbeiten, Physica-Verlag, Heidelberg Rossig, E./ Prätisch, J.: Wissenschaftliche Arbeiten, current edition, Printec-Druck & Verlag Theisen: Wissenschaftliches Arbeiten, current edition, Vahlen	

Presentation and Communication [MSB.1.0243.2.P]		
Examination: [MSB.1.0243.2.P] Presentation and Communication	Course No:	ECTS credits: 2
Recommended classification: 3rd/4th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Dr. Jutta Rach	Module frequency: [WiSe/SoSe]	How to register:
Student support: Jennifer Burkart, Christoph Hachtkemper, Prof. Dr. Sonja Öhlschlegel-Haubrock, Dr. Jutta Rach, Prof. Dr. Juliane Wolf and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • prepare a long talk, structured into team work, within a certain length of time, • present factual information to an audience in a target group-related manner using creative, structured and rhetorical elements, • explain the main features of team work and (digital) communication, • reflect orally and in writing upon their learning behaviour in terms of the elements team work, communication and presentation skills, • give fellow students constructive feedback on their presentation skills and accept feedback given by others in a reflected manner. 	
Type and length of examination	<ul style="list-style-type: none"> • Presentation by a team (total time approximately 45 mins, individual grades are awarded) • “Lessons learned” reflection report (examination element, not graded) 	
Teaching format	Seminar with a high proportion of practice (presentation, reflection phases) and guided private study	
Teaching content	Foundations of (digital) communication, presentation technology (use of presentation software), public speaking in digital surroundings, foundations of team work	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	30 h 30 h 60 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Will be provided during the course	

Job-Specific Skills [MSB.1.0243.4.P]		
Examination: [MSB.1.0243.4.P] Job-Specific Skills	Course No:	ECTS credits: 2
Recommended classification: 5th/6th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Arlinghaus, Prof. Dr. Carsten Feldmann, Dr. Henner Hentze, Prof. Dr. Roland Multhaup, Prof. Dr. Olaf Tanto, Prof. Dr. Thoms-Meyer and lecturer		
Learning Outcomes	Students are able to respond appropriately in occupation-related situations. To this end, they consolidate the skills gained in other key competence courses. The specific objectives depend on the respective seminar offerings.	
Type and length of examination	Depending on the respective offer: written examination and/or presentation, other types of examination, if applicable	
Teaching format	Seminar as a block course in small groups	
Teaching content	Acquisition of key competencies, especially for particular professions: <ul style="list-style-type: none"> • Moderating skills • Ability to work in a team, conflict skills • Self-management • Communication skills • Problem-solving skills Additional content depending on the seminar offerings	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	30 h 30 h 60 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Depends on the course	

Social Responsibility [MSB.1.0243.4.P]		
Examination: [MSB.1.0243.4.P] Social Responsibility	Course No:	ECTS credits: 2
Recommended classification: 5 th / 6th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Nina Michaelis	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina Michaelis, Dr. Petra Michel-Fabian, Prof. Dr. Reckwerth, Prof. Dr. Siedenbiedel and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • explain corporate social responsibility in a reflected manner and • present and discuss a partial aspect of social responsibility within corporate activities in a differentiated manner. 	
Type and length of examination	Presentation or seminar paper (will be announced at the beginning of the course)	
Teaching format	Seminar as a block course	
Teaching content	Current topics related to corporate social responsibility (e.g. poverty, microcredits, monetary system, ethical responsibility, demographic change, corporate social responsibility,...)	
Workload	Face-to-face instruction: 1,5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	22,5 h 37,5 h 60 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	will be announced by the lecturers/ part-time lecturers in good time before the course begins	

Scientific Work II [MSB.1.0243.6.P]		
Examination: [MSB.1.0243.6.P] Scientific Work II	Course No:	ECTS credits: 2
Recommended classification: 5th/6th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Carsten Feldmann, Dr. Tobias Kesting,		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • apply the scientific tools required to prepare longer pieces of scientific work (seminar papers, transfer module, Bachelor's thesis), • portray and implement the process for preparing longer pieces of scientific work, • take into account the subject-specific particularities whilst preparing scientific work, • argue orally and in writing in a logically comprehensible manner, • reflect critically upon their own statements and those made by others, • think analytically and draw abstract conclusions 	
Type and length of examination	<ul style="list-style-type: none"> • Presentation • Written examination 	
Teaching format	<ul style="list-style-type: none"> • Lectures • Writing tutorials including library training (advanced literature search and working with articles in journals/literature written in English) • Exercises 	
Teaching content	<ul style="list-style-type: none"> • Handling and formulating problems/issues • Structure, layout and elements of scientific work • Literature search • Scientific project management during the Bachelor's thesis • Scientific writing: formulating and arguing • Mathematical propositional logic • Derivation of appropriate definitions • Pyramid principle, including deduction and induction • MECE, including morphological box, where appropriate • Sound argumentation techniques and conclusions • Problem, cause, effect 	
Workload	Face-to-face instruction: 1,5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	22,5 h 37,5 h 60 h
Requirements with regard to content	Scientific Work I	

Formal requirements	None
Recommended reading	Winter; Wolfgang: Wissenschaftliche Arbeiten schreiben, current edition München. Attention: For the written elaboration, the individual formalities, e.g. for the citation style, of the supervising university teachers must also be observed Minto, Barbara: Das Pyramidenprinzip, München, current edition

Business Management I [MSB.1.0268.1.P]		
Examination: [MSB.1.0268.1.P] Business Management I	Course No:	ECTS credits: 6
Recommended classification: 3rd semester	Compulsory mark: [PF]	Language of instruction: German, English (project management)
Module Leader: Prof. Dr. Carsten Feldmann	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Arlinghaus, Prof. Dr. Feldmann		
Learning Outcomes	<p>The module consists of two courses (I) Strategic Management and (II) Project Management.</p> <p>I. Strategic Management Expertise:</p> <ul style="list-style-type: none"> • Acquisition of basic knowledge in interdisciplinary strategic management topics • Recognition of connections between business strategy and operational implementation in the company divisions • Acquisition of knowledge on how to achieve the implementation of strategies in companies <p>Methodological skills:</p> <ul style="list-style-type: none"> • 2.1 The ability to analyse strategic problems and develop proposals for solving them • 2.2 The ability to apply the foundations of strategic management <p>The aim of this course is to provide an overview of strategic tools, shedding light on the procedure of drawing up a strategy and the process of implementation. This knowledge is essential in order to deal at an early stage with the requirements and task fields in a potential international professional activity.</p> <p>II. Project Management By the end of this course, students should be able to ...</p> <ul style="list-style-type: none"> • explain all important project management processes and implement them in projects and • use all important project management tools established in practice for controlling and managing projects. 	
Type and length of examination	Written examination (90 mins) - as an option, the Project Management part can be written in English	
Teaching format	<ul style="list-style-type: none"> • Lectures • Teaching in the form of seminars • Exercises • Case studies • Presentations • Guided private study of additional reading material 	

Teaching content	<p>Strategic Management</p> <ul style="list-style-type: none"> • Introduction • Vision and objectives • Strategic planning • Analysis and diagnosis <p>Mergers & acquisitions</p> <ul style="list-style-type: none"> • Trends and objectives • Process/example • Pitfalls and successful integration <p>Project Management</p> <ul style="list-style-type: none"> • Definition of projects and project management • Project management process groups <ul style="list-style-type: none"> ○ Initiation and planning ○ Implementation, controlling and completion • Project management knowledge areas <ul style="list-style-type: none"> ○ Project integration, scope and quality management ○ Cost controlling and time management in projects ○ Risk management in projects ○ Personnel and communication management ○ - Stakeholder management 	
Workload	Face-to-face instruction: 2x2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Basic knowledge of business processes in companies, basic knowledge of English for project management in English	
Formal requirements	None	
Recommended reading	<p>Strategic Management: Hungenberg, H. : Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, current edition, Gabler Verlag, Wiesbaden</p> <p>Johnson, G./ Scholes, K. : Strategisches Management - Eine Einführung: Anaylse, Entscheidung und Umsetzung, current edition, Pearson</p> <p>Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.): Praxisbuch Mergers & Acquisitions, Verlag Moderne Industrie/ Edition Manager Magazin, current edition</p> <p>Projektmanagement: Project Management Institute: Guide to the Project Management Body of Knowledge – PMBoK, current edition, PMI</p> <p>Andler, Nicolai: Tools for Project Management, Workshops and Consulting: A Must-Have Compendium for Essential Tools and Techniques, current edition, Publicis Publishing</p>	

Business Management II [MSB.1.0268.2.P]		
Examination: [MSB.1.0268.2.P] Business Management II	Course No:	ECTS credits: 6
Recommended classification: 4th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Benjamin Matthies	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Dirksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Christiane Fühner, Prof. Dr. Thorsten Kliewe, Prof. Dr. Benjamin Matthies, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte and lecturer		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • learn how to think, plan and act entrepreneurially using business games, case studies or project-based tasks, • recognise and take into account connections and dependencies between different corporate factors of success and consider these in their activities and decisions, • apply problem-oriented methods and procedures to solve tasks and organise their implementation (course of action, allocation of tasks, etc.) independently, • are able to portray and represent the generated results in the form of lectures, project reports, etc. 	
Type and length of examination	Presentations, lectures, project reports, results of business games (the types of examination are defined for each course on a task-related basis)	
Teaching format	<ul style="list-style-type: none"> • Business game • Case studies • Project-based tasks 	
Teaching content	<ul style="list-style-type: none"> • Business game TOPSIM Global <ul style="list-style-type: none"> ○ Market-driven further development of the product offered ○ (Washing machine) ○ Pricing, advertising, sales management ○ Capacity decisions, rationalisation measures ○ Personnel allocation, procurement • Bank business game <ul style="list-style-type: none"> ○ Definition and coordination of business policy objectives and action ○ Decision-making concerning measures for implementing the business objectives ○ Organisation of the decision and communication process ○ Business development analysis and reporting 	

	Alternating topics in the form of case studies and project work are described and introduced by the lecturers before the semester starts	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 135 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Will be provided during the course	

Transfer Module [MSB.1.0268.2.P]		
Examination: [MSB.1.0268.2.P] Transfer Module	Course No:	ECTS credits: 5
Recommended classification: 6th/7th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support:		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • transfer selected course content, e.g. from one or more extension modules, to a practical case, a practical example, • prepare specialist topics in writing in a structured manner, taking into account elementary scientific rules, • critically reflect upon their own action and, if applicable, upon corporate activities. 	
Type and length of examination	A roughly 15-page essay (report)	
Teaching format	<ul style="list-style-type: none"> • Internship • Case study 	
Teaching content	<ul style="list-style-type: none"> • Work placement in a company • Case study within Münster University of Applied Sciences • The specialised content may come from any subject area taught on the Bachelor's programme in Business Administration. • In the event of a work placement, the Transfer Module may involve comparing the content of the work placement with the content learned during lectures, questioning it critically and consciously applying the lecture content to practice as best as possible. • In the event of a case study within Münster University of Applied Sciences, the aim is to show how selected course content may be applied to a fictitious example. • The content of the work placement or case study could be used as preparation for the thesis or to expand selected aspects of it. 	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	- 150 h 150 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Winter, Wolfgang: Wissenschaftliche Arbeiten schreiben. Current edition, München	

Business English [MSB.1.0268.2.P]		
Examination: [MSB.1.0268.2.P] Business English	Course No:	ECTS credits: 6
Recommended classification: 3./4. Semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Cathrin Ruppe, MA	Module frequency: [WiSe/SoSe]	How to register:
Student support: Cathrin Ruppe, MA, Ruth Gorbing and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand longer, complex specialised texts and to extract global and individual statements from them, • express their personal opinion in a plausible and differentiated manner, • actively participate in demanding conversations, discussions and debates, communicating in an effective manner, • hold well-structured presentations fluently, taking into account the respective (international) target groups, • write standard documents (including reports and correspondence) independently according to customary practice. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test, 50 % of the module grade (30 % active collaboration (including homework assignments) and 20 % presentation) • Written examination (120 minutes), 50 % of module grade • Obligatory regular and active participation in the “Business English Communication” course 	
Teaching format	<ul style="list-style-type: none"> • Classroom teaching / teaching in the form of seminars • Exercises • Learning in small groups, including presentation • Blended learning • Private study 	
Teaching content	<ul style="list-style-type: none"> • Marketing and brand positioning • Financing • Organisation and operations management • Human resources management • International trade • Intercultural skills and communication 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B2 level English language skills (proven in assessment test or successful completion of the BER module)	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Cotton, David/ Falvey, David/ Kent, Simon: Market Leader. Intermediate Business English Course Book, current Edition Harlow: Pearson Education Limited, current edition
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Financial Foundations of Business Management [MSB.1.0128.0.P]		
Examination: [MSB.1.0128.0.P] Financial Foundations of Business Management	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Dr. Christian Tallau	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Christian Tallau, Prof. Dr. Ulrich Balz, Prof. Dr. Juliane Wolf and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> analyse enterprises on the basis of cash flow-oriented key performance indicators, prepare integrated financial planning, describe the key elements of the operative risk management process, explain the deficits and advantages of alternative financial objectives, make investment decisions under imperfect capital market conditions, explain and use portfolio theory and the Capital Asset Pricing Model (CAPM) as theoretical models to calculate risk adjusted equity costs 	
Type and length of examination	Written examination (90 mins)	
Teaching format	<ul style="list-style-type: none"> Teaching in the form of seminars Case studies 	
Teaching content	<ul style="list-style-type: none"> Cash flow statements and working capital Integrated financial planning The risk management process (risk identification, risk assessment, risk reporting, risk management, risk monitoring) Financial objectives Investment accounting with capital rationing, taxes and risk Portfolio theory and CAPM 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60h 120 h 180 h
Requirements with regard to content	<ul style="list-style-type: none"> Basic Bookkeeping course Basic Investment and Finance course 	
Formal requirements	None	
Recommended reading	Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, München, from 12th edition	

	<p>Vanini: Risikomanagement: Grundlagen, Instrumente, Unternehmenspraxis, current edition, Stuttgart</p> <p>Brealey/ Myers/ Allen (BMA): Principles of Corporate Finance, Global Edition, 10th ed., 2011</p>
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Foundations of Process Management and ERP Systems [MSB.1.0138.0.P]		
Examination: [MSB.1.0138.0.P] Foundations of Process Management and ERP Systems	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. W. Appelfeller, Prof. Dr. C. Feldmann, Prof. Dr. J. Nonhoff		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain process orientation requirements and distinguish process-oriented companies from other companies, • differentiate and explain fundamental elements of process management, and to relate them to each other, • model and analyse processes and to optimise them, in particular, on an ERP basis, • explain the structure, mode of operation and characteristics of ERP systems, • put process management and ERP systems into relation with each other and to comprehend and test processes selected for this purpose on the system. 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (90 mins): 75% of the module grade • Group lecture on a case study to be addressed (approximately 20-30 mins per person): 25 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Lectures • Case study work in small groups • Presentation of case study results by students • Work on an ERP system 	
Teaching content	<ul style="list-style-type: none"> • The business process management system as a frame of reference • Analysing, modelling and optimising business processes • The significance of ERP systems for business process management • The structure, mode of operation and characteristics of ERP systems • ERP systems for companies of different sizes • Practical work on a range of ERP systems 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Fischermanns, Guido: Praxishandbuch Prozessmanagement, current edition, Gießen	

	<p>Gronau, Norbert: Enterprise Resource Planning: Architektur, Funktionen und Management von ERP-Systemen, current edition, München</p> <p>Schmelzer, Hermann J./ Sesselmann, Wolfgang: Geschäftsprozessmanagement in der Praxis, current edition, München</p>
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Logistics [MSB.1.0177.0.P]		
Examination: [MSB.1.0177.0.P] Logistics	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Dr. Michael Dircksen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Dircksen		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to define and use the key terms in logistics and explain the different objectives pertaining to logistics, • are able to name the latest developments / framework conditions and derive their impact on logistics, • are able to explain and differentiate between traditional logistical tasks and the logistics systems associated with them in the individual phases of the value creation process (procurement, production, distribution and disposal), • are capable of investigating logistical issues, critically questioning existing concepts and developing new solution concepts, • present their proposals for solutions comprehensibly and defend these using reasoned arguments in discussions with superiors and customers, • organise case study work independently in a team (possibly with international members). 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (90 mins): 75 % of the module grade • Group lecture on a case study to be addressed: 25 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Lectures • Case study 	
Teaching content	<ul style="list-style-type: none"> • Strategic planning of logistics systems • Extended TUL logistics divided into procurement, production, distribution and disposal / return according to the Supply Chain Operations Reference Model • Current trends in logistics • Objectives of logistics 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Case studies: Total:	60 h 80 h 40 h 180 h
Requirements with regard to content	Content of the foundation module "Primary Business Processes"	
Formal requirements	None	
Recommended reading	Schulte, C. (2009): Logistik – Wege zur Optimierung der Supply Chain, current edition, München	

	<p>Gleißner/ Fomerling :Logistik, current edition., Wiesbaden</p> <p>Pfohl, H.-C.): Logistiksysteme, current edition., Berlin/ Heidelberg</p> <p>Werner, H.: Supply Chain Management, current edition, Wiesbaden</p>
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Marketing [MSB.1.0184.0.P]		
Examination: [MSB.1.0184.0.P] Marketing	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Ralf Schengber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Carmen-Maria Albrecht, Hartmut Günther, M. A., Prof. Dr. Ralf Schengber;		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to explain and differentiate between market research terms • are able to describe the fundamental methods of primary and secondary research, and create a high degree of practical relevance • are able to describe the typical sequence of a market research process and apply it to specific application scenarios. The five process phases "Identification of information requirements" "Survey", "Analysis", "Interpretation" and "Decision" can be specified with regard to content using examples • are able to illustrate fundamental relations due to their in-depth knowledge gained in selected analytical methods (e.g. conjoint analysis) • know the standards of professional ethics (IHK/ESOMAR) and are able to apply them to specific cases. They are able to identify the possible competition law consequences of breaches of these standards • know the main features and explanatory approaches of the buyer behaviour of consumers and companies. 	
Type and length of examination	Written examination (90 mins)	
Teaching format	Lectures	
Teaching content	<ul style="list-style-type: none"> • Market research (specialist foundations, rules of professional ethics of market researcher IHK/ESOMAR, selected methods of instrument-based market research, conjoint measurement, principles of developing questionnaires, consumer research and test markets) • Buyer behaviour (purchase behaviour of consumers, types of buying decisions and objects of purchase, buying process, buyer typologies, purchase behaviour of companies, buying phases, classification of types of business, buying centre analysis). 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Foundations of marketing	
Formal requirements	None	

Recommended reading	Weis/ Steinmetz: Marktforschung, current edition Backhaus/ Erichson/ Plinke/ Weiber: Multivariate Analysemethoden, current edition Kroeber-Riehl/ Gröppel-Klein: Konsumentenverhalten, current edition Backhaus: Industriegütermarketing, current edition
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Human Resources Management/Organisational Behaviour [MSB.1.0208.0.P]		
Examination: [MSB.1.0208.0.P] Human Resources Management/Organisational Behaviour	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Thomas Jansen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Annette Nagel		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • systematically portray and substantiate the influence human resources management has on business success, • analyse and assess business management measures and instruments to control staff behaviour at the individual, group and organisational level, • structure groups on the basis of behavioural scientific findings, and manage group processes, • analyse approaches to motivate individuals, to influence values and attitudes, and to optimise decisions, and assess them with regard to their use in performing management tasks. 	
Type and length of examination	Written examination (90 mins): 65 % of module grade Assignment/seminar paper: 35 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies/ group work • Moderated development of competencies and knowledge processing 	
Teaching content	<ul style="list-style-type: none"> • Relationship between human resources management and business success • Corporate policy and performance management • Group management • Management of individuals 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Will be provided in the course	

Quantitative Methods [MSB.1.0228.0.P]		
Examination: [MSB.1.0228.0.P] Quantitative Methods	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Reiner Kurzhals	Module frequency: [WiSe/SoSe]	How to register:
Student support: Dr. Nina Büchel, Prof. Dr. Michael Bucker, Prof. Dr. Christiane Fühner, Prof. Dr. Reiner Kurzhals, Prof. Dr. Anja Stumpf		
Learning Outcomes	Students should <ul style="list-style-type: none"> • have in-depth theoretical and practical knowledge of planning and decision-making techniques, • be able to use suitable operations research software in applying the quantitative methods mentioned, • apply content from the GM Statistics lecture to a market research project using IBM SPSS, • transfer an existing empirical data set to strategic recommendations for action using intelligent, statistical IBM SPSS analyses, illustrated by a convincing business MS PowerPoint presentation. 	
Type and length of examination	Written examination (90 mins): 50 % of module grade Seminar papers/case study: 50 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Lectures/ exercises • Teaching in the form of seminars with a high proportion of case studies, projects and computer-aided practical exercises 	
Teaching content	Introduction to Operations Research <ul style="list-style-type: none"> • Foundations of operations research • Foundations of decision theory • Linear optimisation • Network technique Statistical tools and methods <ul style="list-style-type: none"> • Brief introduction/in-depth study of IBM SPSS • Description and processing of case studies using IBM SPSS • Introduction to multivariate analysis using IBM SPSS 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Basic modul statistics	
Formal requirements	None	
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, current edition, Wiley Verlag, Backhaus, K. u.a.: Multivariate Analysemethoden, current edition, Springer Verlag, Berlin	

	Bühl, A./ Zöfel, P.: SPSS Version 20, Einführung in die moderne Datenanalyse unter Windows, current edition, München
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Accounting [MSB.1.0232.0.P]		
Examination: [MSB.1.0232.0.P] Accounting	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Martin Schreiber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz, Prof. Dr. Holger Pooten, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte		
Learning Outcomes	<p>Students should be familiar with the possibilities of decision-oriented information processing and transfer with regard to external and internal addressees.</p> <p>Students should:</p> <ul style="list-style-type: none"> • be able to recognise accounting options and discretionary powers existing in accordance with the German Commercial Code (HGB) and be able to use them within accounting policy objectives in a decision-oriented manner • recognise opportunities and limitations of accounting policy in accordance with HGB • know the key foundations of indicator-based balance sheet analysis • become acquainted with the main areas of indicator analysis • be able to prepare and assess corporate management decisions using cost accounting data and • be able to develop suitable cost accounting systems applicable to virtually all practical cases. 	
Type and length of examination	Written examination (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Learning team coaching • Case study processing and exercise units 	
Teaching content	<p>Accounting policy and balance sheet analysis</p> <ul style="list-style-type: none"> • Accounting policy objectives • Assessment criteria of accounting policy instruments • Accounting policy instruments for styling and presenting the facts and for allocation of profits policy • Foundations of indicator-based financial statement analysis <p>Cost Accounting II</p> <ul style="list-style-type: none"> • Differentiated full cost accounting (activity-based costing) • Differentiated variable costing with multistage contribution margin accounting • Standard costing and deviation analyses <ul style="list-style-type: none"> o Static standard costing o Flexible budgeting based on full costing 	

	<ul style="list-style-type: none"> o Marginal costing (flexible standard costing based on variable costing) • International approaches in designing cost accounting systems (e.g. Standard Cost Accounting) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Relevant knowledge from the basic module Financial Business Administration II	
Formal requirements	None	
Recommended reading	<p>Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, current edition</p> <p>Freidank/ Velte: Rechnungslegung und Rechnungslegungspolitik, current edition</p> <p>Friedl/ Hofmann/ Pedell, B.: Kostenrechnung, current edition</p>	

Taxation [MSB.1.0257.0.P]		
Examination: [MSB.1.0257.0.P] Taxation	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Olaf Tanto	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer,		
Learning Outcomes	<p>. Students</p> <ul style="list-style-type: none"> • know the principles of entering and valuing assets in the tax balance sheet and how it differs to the trade balance sheet, • are able to recognise room for manoeuvre in the determination of profits for tax purposes and to use it in a targeted manner, • explain the European turnover tax system of the all-phase net turnover tax with input tax deduction, • are able to evaluate real supply and performance relationships concerning their relevance to value-added tax 	
Type and length of examination	Written examination (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars, including numerous examples • Exercises, case studies 	
Teaching content	<ul style="list-style-type: none"> • Determination of profits for tax purposes, in particular tax balance sheets (types of profit determination, the authoritative principle, differences between trade balance sheets and tax balance sheets, scope of business assets, entering and valuing assets and liabilities) [23 contact hours]. • Transaction taxes, especially turnover tax (taxable items, determination of the place of performance for deliveries and services, tax exemptions, taxation procedures and EU regulations) [23 contact hours]. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Relevant knowledge from the basic module Financial Business Administration I & II	
Formal requirements	None	
Recommended reading	<p>Tax laws (and excerpts of tax guidelines) + textbooks (alt.):</p> <p>Tax accounts: Scheffler, W.: Besteuerung von Unternehmen II</p> <p>Maus, G.: Bilanzsteuerrecht</p> <p>Koltermann, J.: Fallsammlung Bilanzsteuerrecht</p>	

	<p>Value added tax: Bornhofen, M.: Steuerlehre 1 + Übungsbuch</p> <p>Walkenhorst, J.: Umsatzsteuer + Fallsammlung Umsatzsteuer.</p> <p>Literature will be recommended in the course</p>
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Business Law II [MSB.1.0339.0.P]		
Examination: [MSB.1.0339.0.P] Business Law II	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Rainer Herzog	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Rainer Herzog		
Learning Outcomes	Students should <ul style="list-style-type: none"> • be able to resolve simple to moderately difficult cases from private business law appropriately • gain the ability to recognise in practice the legal relevance of circumstances and to act accordingly • further develop their understanding of law and legislation, and learn how to work with laws. 	
Type and length of examination	Written examination (90 mins)	
Teaching format	teaching in the form of seminars, exercises, group work	
Teaching content	Foundations of commercial law, foundations of company law	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Good knowledge of the German Civil Code (BGB): <ul style="list-style-type: none"> • General Section • contract law • basic knowledge of property law 	
Formal requirements	None	
Recommended reading	Fühlich: Wirtschaftsprivatrecht, Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht, current edition, Vahlen: München Klunzinger, Eugen: Grundzüge des Gesellschaftsrechts, current edition, Vahlen: München Mehrings: Grundzüge des Wirtschaftsprivatrechts, current edition, Vahlen, München Teichmann, Arthur: Handelsrecht, current edition, Baden-Baden	

Economics II: Globalisation and European Integration [MSB.1.0279.0.P]		
Examination: [MSB.1.0279.0.P] Economics II: Globalisation and European Integration	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina Michaelis, Prof. Dr. Jürgen Reckwerth, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand how globalisation and European integration work, and assess their effects on corporate decisions • know and apply the basic terms and concepts of international business analysis and integration theory, in particular describe and apply simple trade theory models • apply the relationships learned to current economic policy issues and problems • prepare, present and discuss complex economic topics with assistance in the team 	
Type and length of examination	<p>Written examination (90 mins): 70 % of module grade Presentation: 25 % of module grade Questions to Assignments: 5 %</p>	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Group work • Presentation including a round of discussions 	
Teaching content	<ul style="list-style-type: none"> • Foundations of trade theory and integration theory and exchange rate analysis • Selected aspects of globalisation (institutions, effects, developing countries, problems, financial crisis, ...) • EU institutions and policy areas 	
Workload	<p>Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:</p>	<p>60h 120h 180h</p>
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	See lecture materials	

Sustainable Economic Activity [MSB.1.0201.0.P]		
Examination: [MSB.1.0201.0.P] Sustainable Economic Activity	Course No:	ECTS credits: 6
Recommended classification: 3rd/4th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Nina Michaelis	Module frequency: [WiSe/SoSe]	How to register: Via LSF
Student support: Prof. Dr. Bert Kiel, Prof. Dr. Nina Michaelis,		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • discuss social corporate responsibility and the necessary social and economic policy framework conditions for sustainable development, • explain issues superior to the business process and to participate in discussions on these topics in a differentiated manner, • describe specific corporate starting points and are capable of assessing these, • apply the knowledge gained on sustainable economic activity in case studies et al. 	
Type and length of examination	Written examination (60 mins): 50 % of module examination Other achievements (case studies, simulations, business games): 50 % of module examination	
Teaching format	<ul style="list-style-type: none"> • Lectures • Teaching in the form of seminars • Case studies • Simulation • Business games 	
Teaching content	<ul style="list-style-type: none"> • Sustainability as a complex challenge to all actors in society • Sustainability in economic theory • The role of the State, consumers and companies in the implementation of a sustainable economic system • Specific instruments for implementing sustainable management practices 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60h 120h 180h
Requirements with regard to content	Foundations of Economics and Business Administration	
Formal requirements	None	
Recommended reading	Molthan-Hill, P.: The Business Student´s Guide to Sustainable Management, current edition Rogall, H. (2012): Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, current edition, Marburg	

Operational Tax Theory I [MSB.1.0060.0.P]		
Examination: [MSB.1.0060.0.P] Operational Tax Theory I	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Kiso	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Kiso, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • are able to develop a practice-relevant solution to cases from the areas of fiscal accounting methods, including their connection to the balance of trade law and company taxation, particularly income tax law, corporation tax law and trade tax law • know the taxation concepts of the individual legal forms – including mixed forms – as well as the calculation schemes for the respective assessment bases • know how to use the terminology and tools of fiscal procedural law. They will gain profound knowledge in the area of redress and appeal procedures • are able to calculate fiscal effects of alternative circumstances. They are capable of conducting simulated tax assessments, enabling them to comment on fiscal effects of company decisions (e.g. legal form/financing) • are able to systematise the fiscal effects of the circumstances explored and communicate them using adequate methods • are able to discuss substantive issues concerning the module at a professional level • can make an informed discretionary judgement on technical issues • are capable of solving simple circumstances using tax laws, administrative instructions and case-law. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Case studies • Exercises • Excursions 	
Teaching content	<ul style="list-style-type: none"> • Fiscal procedural law (fiscal code, code of procedure for fiscal courts) • Tax accounting law • Taxation of business income, particularly partnerships • 2. Taxation of private limited companies • Special aspects of mixed legal forms and corporate groups 	

Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h
Requirements with regard to content	<ul style="list-style-type: none"> • Expertise in income tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the modules Financial Foundations I and II and in the advanced module Taxation. • Basic knowledge of corporation and trade tax, as taught in the module Financial Foundations I. 	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters	
Recommended reading	<p>Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially:</p> <p>Ax, R./Große, T./Melchior, J., Abgabenordnung und Finanzgerichtsordnung, current edition, Stuttgart</p> <p>Birk, D., Steuerrecht, current edition, Heidelberg</p> <p>Endriss u.a.: Steuerkompendium, Band 1, Ertragsteuern, current edition</p> <p>Grefe: Unternehmenssteuern, current edition</p> <p>Hoffmann: Einführung in die Körperschaftsteuer, aktuelle Auflage</p> <p>Lammerding, Abgabenordnung FGO, aktuelle Auflage, Achim Niehus/Wilke: Besteuerung der Personengesellschaften, aktuelle Auflage</p> <p>Niehus/Wilke: Besteuerung der Kapitalgesellschaften, current edition</p> <p>Preißler u.a.: Unternehmenssteuerrecht und Steuerbilanzrecht, current edition</p> <p>Reichert: Lehrbuch der Gewerbesteuer, current edition</p> <p>Tipke, K./Lang, J., Steuerrecht, current edition, Köln</p>	

Operational Tax Theory II [MSB.1.0062.0.P]		
Examination: [MSB.1.0062.0.P] Operational Tax Theory II	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Kiso, Prof. Dr. Dirk Thoms-Meyer and lecturer		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • know the basics of legal and testamentary succession and are able to explain the consequences of assigning assets in terms of inheritance tax and demonstrate design options for assigning operating assets. • are able to enter current business transactions using Datev software, issue annual financial statements and assessments and prepare corporate tax returns and partners' income tax returns. • know the principles of international taxation law and the methods used to avoid double taxation. They are able to identify the tax consequences of direct foreign investments and know the fundamentals of transfer pricing problems in international tax law. • are able to assess cross-border issues from a turnover tax perspective. • have knowledge of selected current tax developments. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies • Exercises 	
Teaching content	<ul style="list-style-type: none"> • International taxation law • Succession to an enterprise and assignment of assets • Datev case study • In-depth aspects of turnover tax • Current tax developments 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	96 h 264 h 360 h
Requirements with regard to content	<ul style="list-style-type: none"> • Expertise in turnover tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the advanced module Taxation • Expertise in profit determination for tax purposes and company taxation, as taught in the extension module Operational Tax Theory I 	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	

Recommended reading	Tax laws/tax regulations/tax abatements, comments, use of the internet, textbooks, especially: Tipke/Lang: Steuerrecht, current edition., Dr. Otto Schmidt, Köln Bornhofen: Buchführung 1 + 2, current edition ., Gabler, Wiesbaden Bornhofen: Steuerlehre 1 (Umsatzsteuer), current edition, Gabler, Wiesb. Brähler: Internationales Steuerrecht, current edition, Gabler, Wiesbaden Halaczinsky: Schenken, Erben, Steuern, Stotax, current edition, Bonn
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Business Information Systems [MSB.1.0077.0.P]		
Examination: [MSB.1.0077.0.P] Business Information Systems	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Nonhoff	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Michael Bücken, Prof. Dr. Norman Lahme-Hütig, Prof. Dr. Jürgen Nonhoff,		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> familiarise themselves with operational, transactional, analytical (standard) software systems and internet-based software systems know how customising activities are undertaken by business application systems and web applications are able to understand and apply basic modelling principles and methods for analysing and designing information systems are capable of applying object-oriented modelling in the analysis/definition of simple segments of an information system. 	
Type and length of examination	<p>Written examination: 50 % of module grade Presentation: 25 % of module grade Seminar paper: 25 % of module grade</p>	
Teaching format	<ul style="list-style-type: none"> Teaching in the form of seminars Case studies (independent work in small groups) Tutorials and exercises for standard business software (PC pool) Seminar paper/seminar lectures External practical lectures Excursions 	
Teaching content	<p>In this module, students are given an integrated view of business application systems, ranging from the analysis, design, development and application of information systems. The significance of electronic services and channels of distribution is constantly increasing. In particular, internet-based services, technologies and systems are analysed in this module.</p> <ul style="list-style-type: none"> Enterprise resource planning (ERP) systems, contact time: 2 hrs/wk per semester Software Engineering, contact time: 2 hrs/wk per semester Database systems, contact time: 2 hrs/wk per semester Business engineering, contact time: 2 hrs/wk per semester <p>Object-oriented modelling of information systems using the Unified Modelling Language</p>	
Workload	<p>Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:</p>	<p>120 h 240 h 360 h</p>

Requirements with regard to content	None
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters
Recommended reading	<p>Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik</p> <p>Abts/ Mülder: Grundkurs Wirtschaftsinformatik</p> <p>Kemper, Alfons: Datenbanksysteme</p>

Controlling [MSB.1.0079.0.P]		
Examination: [MSB.1.0079.0.P] Controlling	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Martin Schreiber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Kerstin Gerke, Prof. Dr. Martin Schreiber, Prof. Dr. Benjamin Matthies, Prof. Dr. Klaus Schulte		
Learning Outcomes	<p>Students should learn the professional requirements needed to become a controller. This is achieved by expanding the basic knowledge gained in the relevant basic and advanced modules, teaching new subject-specific knowledge and methods, and considering interdisciplinary approaches.</p> <p>Students should</p> <ul style="list-style-type: none"> • understand the main controlling instruments and be able to apply them in a targeted manner • be proficient in dealing with special controlling problems that are previously unknown to them • be able to present technical problems and the solutions developed accordingly (in writing and orally). 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (120 mins) on the three lectures: 75 % of module grade • Presentations and work results in the seminar: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case-studies • Seminars 	
Teaching content	<ul style="list-style-type: none"> • Operational Controlling (lecture) <ul style="list-style-type: none"> ○ Cost management ○ Transfer prices ○ Indicators and indicator systems ○ Benchmarking ○ Management reporting ○ Controlling organisation ○ Use of IT in controlling • Operational Planning (lecture) <ul style="list-style-type: none"> ○ Organisation of the planning process ○ Divisional planning ○ Cross-divisional planning ○ Profit planning • Strategic Controlling (lecture) <ul style="list-style-type: none"> ○ Shareholder value ○ Strategic planning ○ Strategic controlling instruments 	

	<ul style="list-style-type: none"> • Controlling Seminar (seminar) <ul style="list-style-type: none"> ○ Practical projects, such as: ○ Introducing a cost accounting system ○ Developing a balanced scorecard ○ Optimising a reporting system 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Subject-specific prior knowledge from the basic module Financial Business Administration II and from the advanced module Accounting	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	<p>Weber, Jürgen/ Schäffer, Utz: Einführung in das Controlling, current edition, Stuttgart, Schäffer-Poeschel</p> <p>Horváth, Péter: Das Controlling-Konzept. Der Weg zu einem wirkungsvollen Controllingsystem, current edition , München</p> <p>Horváth, Péter: Controlling, current edition , München, Vahlen</p> <p>Baum, H.-G./ Coenenberg, A. G./ Günther, T.: Strategisches Controlling, Stuttgart, current edition</p>	

Corporate Finance [MSB.1.0081.0.P]		
Examination: [MSB.1.0081.0.P] Corporate Finance	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Juliane Wolf	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Hans-Gerd Bordemann, Prof. Dr. Christian Tallau, Prof. Dr. Juliane Wolf		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the functionality, design, trade and significance of the most important derivatives, use them for simple trading strategies and arbitrage, in particular for risk hedging purposes, critically evaluate this and describe, apply and assess central valuation models, • determine capital costs from capital market data, taking into account leverage effects, • apply business valuation methods (net value, entity and multiples methods) to pre-structured circumstances, • assess the use of financial instruments and surrogates depending on different financing situations, taking into account investors' and borrowers' interests. 	
Type and length of examination	Written examination (90 mins): 75 % of module grade, seminar performance: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies • Practical projects 	
Teaching content	<ul style="list-style-type: none"> • Overview of monetary markets • Forwards, futures, options, swaps and credit derivatives • Capital costs and capital structure • Net value, discounted cash flow and multiples methods • Financial instruments, financial surrogates and decision-making criteria (bank financing, private equity, going public, asset-backed security, factoring, rating) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Advanced Module Financial foundations of business management	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Hull: Optionen, Futures und andere Derivate, current edition, Pearson Studium.	

	<p>Beike & Schlütz: Finanznachrichten lesen – verstehen – nutzen: Ein Wegweiser durch Kursnotierungen und Marktberichte, Schäfer-Poeschel, current edition</p> <p>Ernst/ Schneider/ Thielen: Unternehmensbewertungen erstellen und verstehen, München, current edition</p> <p>Peemöller, Volker (Hrsg): Paxishandbuch der Unternehmensbewertung, current edition, Herne</p> <p>Portisch, Wolfgang: Finanzierung im Lebenszyklus, München current edition</p> <p>Zantow, Roger: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, München, current edition</p>
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Strategies of Success on International Markets [MSB.1.0081.0.P]		
Examination: [MSB.1.0081.0.P] Strategies of Success on International Markets	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Olaf Arlinghaus	Module frequency: [WiSe/SoSe]	How to register: It is essential to register for course via myFH-Portal If the number of participants exceeds 40, participants will be selected. Up to 5 additional places for ERASMUS students. Those who fail the examination on the final examination date will be secured a place to resit it.
Student support: Prof. Dr. Olaf Arlinghaus, Prof. Dr. Jürgen Reckwerth, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	<p>The course focuses on preparing students in international professional engagements. In order to perform strategic and operational tasks successfully, it is vital to have knowledge of business and economic international subject areas, complemented by various practical projects and topics.</p> <p>Students should</p> <ul style="list-style-type: none"> • become acquainted with and be able to apply analytical instruments and operationally established approaches for the successful realisation of an international activity, • understand and be able to apply the basics of international economic analysis and analysis for assessing country risks including, in particular <ul style="list-style-type: none"> o learning and applying methods and instruments of country risk analysis o independently assessing general and economic opportunities and problems of economies • recognise relationships between the international corporate strategy and the operational implementation in divisions • analyse strategic problems and develop solutions and be capable of applying the basics of international management. 	
Type and length of examination	<p>Seminar paper / presentation: 33.3 % of module grade Written examination (120 mins): 66.6 % of module grade The minimum number of points must be gained in each examination part.</p>	

Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Practical projects • Exercises • Group work • Presentation with discussion 	
Teaching content	<p>Business part (4 hrs/wk per semester)</p> <ul style="list-style-type: none"> • Intercultural management • Going public - managing a successful stock market launch • International risk management <p>Economics part (4 hrs/wk per semester)</p> <ul style="list-style-type: none"> • Foundations of country risk and growth analysis • Case studies on country risk analysis and assessment • Framework conditions of international trade 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge of international business and economic correlations	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	See lecture materials	

External Accounting [MSB.1.0118.0.P]		
Examination: [MSB.1.0118.0.P] External Accounting	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Dr. Holger Pooten	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz, Prof. Dr. Holger Pooten		
Learning Outcomes	<p>In this module, students should learn the professional requirements needed to issue and read annual financial statements. This is achieved by expanding the basic knowledge gained in the relevant compulsory and advanced modules, learning new subject-specific knowledge and methods, and considering interdisciplinary approaches.</p> <p>Students should</p> <ul style="list-style-type: none"> • expand their knowledge of the main differences between accounting based on national principles (in particular, the German Commercial Code, HGB) and in accordance with international standards (in particular, the International Financial Reporting Standards, IFRS) and the accounting leeway offered by different sets of regulations • learn the methods for dealing with special accounting problems that are unknown to them • be familiar with the key standards of group accounting • be able to assess the economic situation of a company on the basis of a specific business report that is unknown to them and • be able to present technical problems and the solutions developed accordingly (in writing and orally). 	
Type and length of examination	Written examination (90 mins): 75 % of module grade Presentation or seminar paper: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Seminars • Case study work and exercise units 	
Teaching content	<p>Group accounting (in accordance with HGB and IFRS):</p> <ul style="list-style-type: none"> • Foundations • Group accounting obligations • Full consolidation • Proportional consolidation • At-equity method. <p>International accounting:</p> <ul style="list-style-type: none"> • Internationalisation of accounting in Germany • Foundations of the IASB set of regulations • Comparison of key recognition, assessment and reporting requirements in accordance with HGB versus IFRS 	

	Annual financial statements and financial statement analysis	
	<ul style="list-style-type: none"> • Objectives and steps involved in an indicator-based annual financial statement analysis • Indicators of a fiscal and performance-related annual financial statement analysis • Possibilities and limitations of an indicator-based overall assessment formation 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Requirements with regard to content: Profound knowledge gained from relevant courses in the module “Financial Business Administration II” and the advanced module “Accounting”	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Baetge/ Kirsch/ Thiele: Konzernbilanzen, current edition Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, current edition Küting/ Weber: Die Bilanzanalyse, current edition Pellens/ Fülber/ Gassen/ Sellhorn: Internationale Rechnungslegung, current edition	

Functional Human Resources Management [MSB.1.0130.0.P]		
Examination: [MSB.1.0130.0.P] Functional Human Resources Management	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Sonja Öhlschlegel	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Sonja Öhlschlegel, Prof. Dr. Thomas Jansen		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • assess the strategic significance of professional acquisition management and evaluate, apply and independently devise personnel selection and personnel marketing instruments and methods, • analyse and shape incentive schemes in a targeted manner, • explain the significance and design variants of personnel controlling, • apply and assess personnel controlling tools, • flesh out, apply and assess methods of empirical social research related to human resource issues. 	
Type and length of examination	Written examination (120 mins): 75 % of module examination Assignments: 25 % of module examination	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars with a high degree of activation • Group work/case studies • Conceptual design and implementation of an assessment centre • Projects 	
Teaching content	<ul style="list-style-type: none"> • Strategic significance, assessment, legal aspects and implementation of target-oriented HR marketing and the use of personnel selection instruments • Motivation and performance • Foundations, legal aspects and the shaping of material and non-material incentives • Significance and design variants of personnel controlling • Personnel controlling instruments • Application of method 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	

Recommended reading	Literature will be provided during the course
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Leadership and Change [MSB.1.0129.0.P]		
Examination: [MSB.1.0129.0.P] Leadership and Change	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Annette Nagel	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Annette Nagel		
Learning Outcomes	Students should <ul style="list-style-type: none"> • know the key scientific findings on cause-effect relationships in human resources management and change management • be able to apply these findings to practical scenarios both analytically and in practical simulations • be able to prepare independent subject-relevant academic work on the basis of professional research alone and/or in the team and to present it appropriately • be able to organise themselves in a target-oriented manner, both alone and in a team. 	
Type and length of examination	<ul style="list-style-type: none"> • Essays throughout the semester: 25% of the module grade • Seminar paper: 25% of the module grade • Written examination (90 mins): 50% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Learning in team work • Plenum • Case study work • Practical simulations 	
Teaching content	<ul style="list-style-type: none"> • Leading employees • Special aspects of leadership in change processes • Framework conditions of leadership and change management • Current special topics on human resources management and change management 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Foundations of human resources management and principles of management concerning behavioural science	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Literature will be provided during the course	

International Marketing [MSB.1.0167.0.P]		
Examination: [MSB.1.0167.0.P] International Marketing	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Sue Rossano Rivero	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Baaken, Prof. Dr. Olaf Arlinghaus, Dr. Sue Rossano Rivero, Claudia Umanzor, M.Sc.		
Learning Outcomes	<p>The course will provide Students with domain specific knowledge through Lecture Sessions in International Marketing and Business and it will help Students to develop the necessary analytical and critical skills by its Case Studies approach throughout the course.</p> <p>After successfully completing this course, Students will be able to:</p> <ul style="list-style-type: none"> • understand the basic foundations of marketing in the international context, • obtain tools to apply these concepts to the resolution of case studies and real business projects, • learn that international marketing is about striking the balance between maximizing the similarities across cultures and customising marketing to important local differences, • learn from business cases the complexities of conducting marketing research in an international environment. 	
Type and length of examination	<ul style="list-style-type: none"> • Seminar papers: 50 % of module grade • Seminar paper and presentation: 25 % of module grade • Presentation and project work: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture, students read chapters of a defined reader prior to the class. During the class content will be discussed and deepened. In-depth case study analysis • Case study analysis, dynamic discussions, team problem solving. • Presenting Consulting Methods and Tools for Project in Marketing, seminar and exercise and recorded classroom presentations, feedback evaluation • Project work on a real world project for a company in the region in Strategic Marketing 	
Teaching content	<p>Content:</p> <ul style="list-style-type: none"> • Market Research in International Marketing I & II (Population, Sampling, Secondary & Primary Research) • Risk Management in International Markets • The 4 Ps and the 7 Ps in International Marketing • B2C & B2B Marketing in the International Environment • Standardisation vs. Differentiation, EPRG Scheme 	

	<ul style="list-style-type: none"> • Market Entry Strategies in International Markets • Market Development Strategies in International Markets • Cultural Aspects in International Marketing • Communication Policy in International Marketing • Distribution Policy in International Marketing • Product Policy in International Marketing • Services Policy in International Marketing • Pricing Policy in International Marketing • Global Marketing • Marketing Controlling and Adjustments <p>Methods trained on cases:</p> <ul style="list-style-type: none"> • Project Management • Defining an Agenda and writing Minutes • Selecting Sources of Information in Desk Research • Designing Research Instruments • Excel: Database Management • Quantitative Research Approaches • Qualitative Research Approaches • Quantitative and Qualitative Analysis and Reports • Generating and Deriving Recommendations • Beyond Bullet Points in Power Point • Presenting Research Results <p>Boosting Presentation Skills</p>	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	<p>Cateora, P. R., Gilly, M. C., & Graham, J. L. (2016). International marketing. McGraw-Hill Education.</p> <p>Douglas, S. P., & Samuel Craig, C. (2011): The role of context in assessing international marketing opportunities. <i>International Marketing Review</i>, 28(2), 150-162.</p> <p>Isayeva, A. (2014). Ethics in International Marketing. <i>International Journal of Economic Practices and Theories</i>, 4(5), 552-561.</p> <p>Samiee, S., Chabowski, B. R., & Hult, G. T. M. (2015). International Relationship Marketing: Intellectual Foundations and Avenues for Further Research. <i>Journal of International Marketing</i>, 23(4), 1-21.</p>	

	<p>Schweitzer, S. (2015). <i>Access to Asia: Your Multicultural Guide to Building Trust, Inspiring Respect, and Creating Long-lasting Business Relationships</i>. John Wiley & Sons.</p> <p>Usunier, J. C., Lee, J. A., & Lee, J. A. (2013). <i>Marketing across cultures</i>. Pearson Education.</p> <p>Westjohn, S. A., Singh, N., & Magnusson, P. (2012). Responsiveness to global and local consumer culture positioning: A personality and collective identity perspective. <i>Journal of International Marketing</i>, 20(1), 58-73.</p>
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Operational Marketing [MSB.1.0206.0.P]		
Examination: [MSB.1.0206.0.P] Operational Marketing	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Roland Multhaup	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Bert Kiel, Prof. Dr. Roland Multhaup,		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • appropriately select important price analysis, price setting or price variation methods as each situation demands in the framework of price policy, apply them with the support of specialist literature and discuss price-strategic decisions, • identify and reproduce relevant operational product policy decisions in the context of market stimulation strategies, and reflect on important methods of product policy critically and select them as each situation demands, • discuss basic decisions and concepts of brand management • define objectives, strategies and measures of communication policy, and reflect on them in planning, implementation and control with regard to practical cases, • discuss the manufacturers' perspective within distribution policy using the various distribution policy alternatives in a customer-oriented manner. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	Teaching in the form of seminars	
Teaching content	<ul style="list-style-type: none"> • Price policy: the significance of price policy, cognitive processing of price information, price-analytical instruments for studying demand, determinants of price policy and price variation, price-strategic concepts • Product policy: the significance of product policy, unique selling proposition, life-cycle models, corporate strategies and their effect on operational product policy decisions, innovation orientation, quality orientation, programme range orientation, cost orientation and brand orientation • Communication policy: foundations of communication theory, communication under the conditions of information overload, overview of communication policy instruments, personal communication • Distribution policy: decision fields of distribution policy, comparison of acquisitive distribution with the abstraction principle of the contract of sale, physical distribution, decisions about locations, direct selling, indirect selling, motivational effects and the suitability of compensation systems in sales 	

Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Foundations of marketing gained from the course "Primary Business Processes" (2 nd semester)	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Meffert/ Burmann/ Kirchgeorg: Marketing, current edition Diller, Hermann: Preispolitik, current edition Prof. Dr. Bruhn, Manfred: Kommunikationspolitik Prof. Dr. Pepels, Werner: Kommunikations- und Identitätspolitik Prof. Dr. Pepels, Werner (Hrsg.): Distribution und Verkaufspolitik	

Management of Organisation and Information [31500]		
Examination [31509] Organisation- und Informationmanagement	Course-Nr.: B96101, B96201, B96301, B96401	ECTS credits: 12
Recommended classification: 5 th /6 th or 7th semester	Compulsary marks: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	<p>The students can</p> <ul style="list-style-type: none"> • derive, explain and apply practically relevant concepts in the areas of Corporate organization, Innovation management, Process standardization, Quality management and International project management, • explain and apply selected tools for Quality, Innovation and Project management, • explain the impact of culture on Innovation and International project management, • derive the role of IT-support for Process standardisation based on examples. 	
Qualification objectives	<ul style="list-style-type: none"> • Written exam (60 min.): 50 % of module grade • Case study presentation: 25 % of module grade • Seminar thesis: 25 % of module grade 	
Type and length of examination	<ul style="list-style-type: none"> • Lecture • Case study work, case study presentation • Guest lecturers 	
Teaching format	<ul style="list-style-type: none"> • Corporate Organisation and Innovation Management • Process Standardisation and Supporting IT-Systems • Quality Management & Tools for Organisational and Information Management • International Project Management 	
Workload	Präsenzveranstaltung (8 SWS): Studentische Vor- und Nachbereitung: Summe:	90 h 270 h 360 h
Requirements with regard to content	Basic Know-how in Organisational management, Project Management and Business IT	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	<p>Grant, R. M./ Jordan, J. (2012): Foundations of strategy, Chichester 2012</p> <p>Dumas, M./ La Rosa, M., Mendling, J./ Reijers, H. (2013): Fundamentals of Business Process Management, Heidelberg 2013</p>	

	<p>Andler, N. (2011), Tools for Project Management, Workshops and Consulting, Erlangen 2011</p> <p>Koester, K. (2010): International Project Management, SAGE Pub, 2010</p> <p>Adler, J.N. (2011): International Dimensions of Organizational Behaviour, 5th edition, CENGAGE Learning, 2011</p>
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Potential-oriented Human Resources Management [MSB.1.0211.0.P]		
Examination: [MSB.1.0211.0.P] Potential-oriented Human Resources Management	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Thomas Jansen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Sonja Öhlschlegel-Haubrock		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to plan, organise and assess training and continuing education in companies on the basis of applicable statutory provisions, • are able to carry out and evaluate training and continuing education processes on the basis of considerations of the psychology of learning, • are capable of analysing target groups, formulating target group-related educational objectives and creating teaching-learning situations, • understand the strategic significance of personnel development, • are able to identify the personnel development needs for a company required within its strategic orientation. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars, including a high degree of activation • Group work/case studies • Implementation of specific training units 	
Teaching content	<ul style="list-style-type: none"> • Legal and economic basics of training and continuing education • Planning and organisation of training and continuing education • Implementation and evaluation of training and continuing education • Foundations of organisational development • Identification of personnel development needs 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	

Recommended reading	Literature will be provided during the course
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Project Course Organisation and Business Informatics [MSB.1.0225.0.P]		
Examination: [MSB.1.0225.0.P] Project Course Organisation and Business Informatics	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dirksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Franz Vallee,		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • carry out projects in practice, transferring the knowledge gained in one or more lectures on the topics of organisation, purchasing, business informatics or logistics to a practical case, • develop analyses and concepts in the form of workshops together with company employees and to propose the results to executives in a convincing manner, • develop communication and change concepts for specific changes. 	
Type and length of examination	<ul style="list-style-type: none"> • Presentation and discussion of a change management and communication concept: 20 % of the module grade • kick-off presentation: 10 % of the module grade • interim presentation: 20 % of the module grade • commented final presentation: 30 % of the module grade • oral examination: 20 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Project work • Coaching of project groups • Block course involving seminars on the topics of change management and communication 	
Teaching content	<p>During the project course, between three and five students work on a specific project in company. Examples of projects include analysing organisations, optimising processes, introducing new IT systems, optimising purchasing and logistics, and so on. The projects usually require students to be at the company for two days a week. A coaching meeting with the supervising professor is held once a week at the university of applied sciences. Change and communication concepts are developed for the projects in an accompanying three-day block course.</p>	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Participation in the course on "Meeting Management" in the partial module SK III/ SK Occupation-Specific Skills	

Formal requirements	<ul style="list-style-type: none"> • Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters. • Successful completion of the advanced module “Foundations of Process Management and ERP Systems” or the advanced module “Logistics”
Recommended reading	<p>Doppler, K.; Lauterburg, C.: Change Management – Den Unternehmenswandel gestalten, current edition, Frankfurt</p> <p>Jenny, B.: Projektmanagement: Das Wissen für eine erfolgreiche Karriere, current edition, Zürich</p>

Strategic Marketing [MSB.1.0368.0.P]		
Examination: [MSB.1.0368.0.P] Strategic Marketing	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Kerstin Kurzhals	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Carmen Maria Albrecht, Carina Alfert, M.A., Prof. Dr. habil. Thomas Baaken, Dr. Kerstin Kurzhals		
Learning Outcomes	<p>Be able to present a coherent argument in support of an action or position</p> <p>Knowledge and understanding:</p> <ul style="list-style-type: none"> • The role of marketing within an organisation at corporate and functional level • Setting objectives adopting SMART criteria • The tools, concepts and models for strategic marketing evaluation, decision and implementation • The importance of the planning process within the context of Strategic Marketing and developing a marketing plan The requirements for implementation of a co-ordinated strategic marketing programme <p>Transferable Skills:</p> <ul style="list-style-type: none"> • Develop skills relating to the presentation of academic material verbally an applying it in practice. • Critical Thinking Analysis of case study material and academic papers 	
Type and length of examination	<ul style="list-style-type: none"> • Weekly individual Assignments: 25% of module grade • Lecture and case study assignment on Innovation Marketing: 25% of module grade • Project work including “Tools & Methods”: 50% of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture, students read chapters of a defined reader prior to the class. During the class content will be discussed and deepened. In-depth case study analysis • Case study analysis, dynamic discussions, team problem solving • Presenting Consulting Methods and Tools for Project in Marketing, seminar and exercise and recorded classroom presentations, feedback evaluation • Project work on a real world project for a company in the region in Strategic Marketing 	

	Baaken, T., Kiel, B., & Kliewe, T. (2015). Real world projects with companies supporting competence development in higher education. <i>International Journal of Higher Education</i> , 4(3), 129. http://scholar.google.de/scholar?hl=de&q=baaken+kliewe+&btnG=&lr	
Teaching content	<p>Content:</p> <ul style="list-style-type: none"> • Fundamentals of Relationship Marketing • External Relationships to Stakeholders in the Value Net • Analysing Buying Behaviour • Segmenting, Targeting, Positioning • Product & Service Process and Decisions • Pricing Decisions • Distribution Decisions • Communication Decisions • Branding Strategies • Implementation and Controlling of the Marketing Planning Process • Developing and Managing Customer Relations <p>Methods trained on cases:</p> <ul style="list-style-type: none"> • Project Management • Defining an Agenda and writing Minutes • Selecting Sources of Information in Desk Research • Designing Research Instruments • Excel: Database Management • Quantitative Research Approaches • Qualitative Research Approaches • Quantitative and Qualitative Analysis and Reports • Generating and Deriving Recommendations • Beyond Bullet Points in Power Point • Presenting Research Results • Boosting Presentation Skills 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Cravens, D. W., & Piercy, N. (2006). <i>Strategic marketing</i> (Vol. 7). New York: McGraw-Hill.</p> <p>Grönroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. <i>Management decision</i>, 32(2), 4-20.</p> <p>Hollensen, S., & Opresnik, M. O. (2015). <i>Marketing: A relationship perspective</i>. Vahlen. READER</p>	

	<p>Maciariello, J. (2009). Marketing and innovation in the Drucker Management System. <i>Journal of the Academy of Marketing Science</i>, 37(1), 35-43.</p> <p>McDonald, M. (1996). Strategic marketing planning: theory, practice and research agendas. <i>Journal of Marketing Management</i>, 12(1-3), 4-27.</p> <p>Meffert, H. (2013). <i>Marketing-Management: Analyse—Strategie—Implementierung</i>. Springer-Verlag.</p> <p>Ravald, A., & Grönroos, C. (1996). The value concept and relationship marketing. <i>European journal of marketing</i>, 30(2), 19-30.</p> <p>Stone, M., Woodcock, N., & Wilson, M. (1996). Managing the change from marketing planning to customer relationship management. <i>Long Range Planning</i>, 29(5), 675-683.</p> <p>Wilson, R. M., & Gilligan, C. (2012). <i>Strategic marketing management</i>. Routledge.</p>
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Auditing [MSB.1.0333.0.P]		
Examination: [MSB.1.0333.0.P] Auditing	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Gregor Solfrian, Prof. Dr. Dirk Thoms-Meyer,		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the most important professional principles for auditors, • are able to explain and substantiate risk-oriented auditing methods, • know basic auditing techniques and can apply them in a situation-dependent and audit area-related manner, • are able to apply their knowledge of accounting methods and auditing techniques in case studies and develop a technically sound solution to moderately difficult tasks, • know the most important methods of business valuation (net value, discounted cash flow and multiples methods) and apply these in case studies. They understand the effect of valuation assumptions on the company value. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises, Case studies 	
Teaching content	<ul style="list-style-type: none"> • Auditing (rules governing the auditing profession, risk-oriented auditing approach, auditor's report) • Auditing technique (auditing methods and techniques; application of accounting principles in accordance with the German Commercial Code, HGB) • Business valuation in accordance with IDW S 1 (Principles for the Performance of Business Valuations) • Case study seminar (on accounting and auditing) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Subject-specific prior knowledge from the module Taxation and from the module Accounting	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	HGB, Kommentare, IDW-Standards, Internet und Lehrbücher, insb. Marten/ Quick/ Ruhnke: Wirtschaftsprüfung, Schäffer-Poeschel Ballwieser: Unternehmensbewertung, Schäffer-Poeschel	

	Hommel/ Dehmel: Unternehmensbewertung case by case Peemöller: Praxishandbuch der Unt.-bewertung, nwb Henselmann/ Kniest: Unt.-Bew.: Praxisfälle mit Lösungen, nwb
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Business Law III [MSB.1.0333.0.P]		
Examination: [MSB.1.0333.0.P] Business Law III	Course No: 513201, B91601, B91701	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Rainer Herzog	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Rainer Herzog, Prof. Dr. Andrea Kersting		
Learning Outcomes	<p>Students should</p> <ul style="list-style-type: none"> • gain sound, practically applicable legal knowledge in selected areas and be able to use it suitably for business practice, • be able to grasp and assess law as an instrument for settling social and economic problems, • gain confidence in using legal working techniques and should be able to apply these techniques with confidence, • learn how to deal with judgements, legal literature and electronic databases, and use these sources in the relevant context, • learn how to become acquainted with unfamiliar circumstances and to solve them appropriately in a limited period of time using the knowledge gained. 	
Type and length of examination	<ul style="list-style-type: none"> • seminar paper (max. 15 pages), 20 % of module grade • presentation (15 mins), 5 % of module grade • Written examination (120 mins), 75 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Excursion (Münster Regional Court, Chamber for Commercial Matters) • Presentation 	
Teaching content	<ul style="list-style-type: none"> • Selected areas of private business law • Aspects of international law 	
Workload	Face-to-face instruction: 8 hrs/wk per semester Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	A good knowledge of civil law (1st to 3rd book of BGB), commercial law and company law	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Berens/ Engel (Hrsg.): Wichtige Wirtschaftsgesetze für Bachelor/Master Band 1, current edition	

Quantitative Methods II [MSB.1.0229.0.P]		
Examination: [MSB.1.0229.0.P] Quantitative Methods II	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Michael Bücken	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Bücken, Prof. Dr. Reiner Kurzhals		
Learning Outcomes	Students should <ul style="list-style-type: none"> • be able to independently implement market research and data mining projects in professional practice and responsibly in a team, • be able to apply data mining methods to suit the problem, • be able to classify the term 'big data' and its associated economic and social significance, • have in-depth theoretical and practical knowledge of multivariate and statistical analytical methods and should be able to apply and interpret these for economic issues, • gain an understanding of applying risk management software. 	
Type and length of examination	Project: 25 % of module grade Seminar papers: 75 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Lectures/ exercises • Teaching in the form of seminar with a high proportion of case studies, projects and computer-aided practical exercises 	
Teaching content	<ul style="list-style-type: none"> • Introduction to data mining • The data mining process • Introduction to big data • Assignment of big data seminar topics, including methodological classification, providers, societal challenges, training options and professional fields, trends, legal elements • Multivariate methods • Introduction to risk management software 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	<ul style="list-style-type: none"> • SPSS • QM I 	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Han, J./ Kamber, M.: Data Mining – Concepts and Techniques Bachmann, Ronald: Big Data - Fluch oder Segen: Unternehmen im Spiegel gesellschaftlichen Wandels, mitp Verlag, current edition	

	Backhaus, K. u.a.: Multivariate Analysemethoden, Springer Verlag, Berlin, current edition
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Quantitative Methods III [MSB.1.0230.0.P]		
Examination: [MSB.1.0230.0.P] Quantitative Methods III	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Anja Stumpf	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Bucker, Prof. Dr. Anja Stumpf		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • recognise, model, mathematically formulate, solve and interpret linear, whole-number and, where applicable, non-linear economic optimisation problems and use suitable software for problem-solving, • prepare rational decisions for resolving practical economic problems using methods related to decision theory, • recognise and model discrete simulation problems, conduct simulations using suitable software, validate simulation models and interpret simulation results, • understand and apply risk analysis-simulation software to quantify risks. 	
Type and length of examination	<ul style="list-style-type: none"> • Combination of case studies: 50% of the module grade • Project work: 25% of the module grade • Seminar paper: 25% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Lectures involving accompanying exercises • Activating teaching elements (case study work/ presentation) 	
Teaching content	<ul style="list-style-type: none"> • Linear, whole-number and, where applicable, non-linear optimisation • Decisions in the event of risks, multi-stage decisions, group decisions, game theory and others • Simulation, particularly discrete event simulation • Introductory course in Monte Carlo simulation software (e.g. by Oracle Crystal-Ball or @risk by Palisade) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h
Requirements with regard to content	Basic knowledge of <ul style="list-style-type: none"> • business mathematics, • statistics, • quantitative methods would be beneficial. 	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	Zimmermann, H.-J.: Operations Research, Vieweg, current edition	

	<p>Bamberg G., Coenenberg, A. G.: Betriebswirtschaftliche Entscheidungslehre, Vahlen, current edition</p> <p>Wenzel, S./ Weiß, M./ Collisi-Böhmer, S./ Pitsch, H./ Rose, O.: Qualitätskriterien für die Simulation in Produktion und Logistik, Planung und Durchführung von Simulationsstudien, Springer, current edition</p> <p>User Guide Crystal-Ball von Oracle</p>
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Sustainability and Ethics in Society and Economy (Sustainability and Ethics in Society and Economy) [MSB.1.0261.0.P]		
Examination [MSB.1.0261.0.P] Sustainability and Ethics in Society and Economy	Course No.	ECTS credits: 12
Recommended classification 5 th /6 th /7 th . Semester	Compulsory mark: [WPF]	Language of instruction: German/English
Module Leader: Prof. Dr. Nina V. Michaelis	Module frequency [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina V. Michaelis, Prof. Dr. Bert Kiel, Dr. Therese Kirsch, Cathrin Ruppe, M.A		
Learning Outcomes	<p>Students are able to</p> <p>discuss questions and intermittent conflicts that are superordinate to the business management process in a structured and differentiated way.</p> <p>discuss and reflect on economic decision-making processes based on ethical principles.</p> <p>discuss and apply CSR tools - also in the field of social marketing - and communicate the results comprehensibly and convincingly.</p> <p>explain the special marketing challenges of governments, nonprofit organizations, and engaged citizens in influencing socially desirable behavior.</p> <p>establish or expand knowledge in the area of academic research as well as scientific work through the accompanied creation of home or project work.</p> <p>work as a team on the conception or implementation of CSR measures and social marketing campaigns in a constructive way.</p>	
Type and length of examination	Assignments (100 % of Module grade, home- and project-work, moderation, presentation)	
Teaching format	<ul style="list-style-type: none"> • • Seminaristic teaching with a high degree of activation • • group work / case studies • • project 	
Teaching content	<ul style="list-style-type: none"> • Economic Case Studies (2 hrs/week, German): Deepening of content from the macroeconomic area on the basis of selected case studies / seminar papers • Business Ethics (2 hrs/week, English): applying ethical theories and concepts to selected case studies • Project (2 hrs/week, German): Application of selected CSR tools (Corporate Social Responsibility) • Social Marketing (2 hrs/week, English): applying traditional marketing concepts to social issues and related behaviors. 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student, project:	120 h 240 h 360 h

	Total:	
Requirements with regard to content	Advanced module "Sustainable economic activity" has been completed successfully.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Labour Law and Social Law [MSB.1.0031.0.P]		
Examination: [MSB.1.0031.0.P] Labour Law and Social Law	Course No: B91101, B91201, B91301, B91401	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Andrea Kersting	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Andrea Kersting, Dr. Berthold Hilderink		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • know and understand the practice-relevant foundations of labour law and social law in the area of human resources, and are capable of reiterating, assigning and explaining them, • recognise practice-relevant problem areas in the area of labour law, and are able to assess them independently and resolve them in a practice-oriented manner, • are able to work on a practice-relevant topic methodically and systematically on the basis of relevant literature, and to portray the results in an academic work (seminar paper). 	
Type and length of examination	<p>Written examination (90 mins): 75 % of module grade Seminar paper: 25 % of module grade</p>	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars and exercises • Work in small groups (case work) • Excursion to the Labour Court 	
Teaching content	<ul style="list-style-type: none"> • Individual labour law (including employment contracts/right to terminate employment) • Collective labour law (including industrial constitution law, collective agreement law) • Labour law seminar (selected current topics) • Social law (including insurance/care/company pension schemes/data protection) 	
Workload	<p>Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:</p>	<p>120 h 240 h 360 h</p>
Requirements with regard to content	none	
Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.	
Recommended reading	<p>Senne: Arbeitsrecht, current edition</p> <p>Dütz: Grundrisse des Arbeitsrechts, current edition</p>	

Advanced Organization Design (Advanced Organization Design) [MSB.1.0378.0.P]		
Examination: Advanced Organisation Design [MSB.1.0378.0.P]	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	<p>The students can</p> <ul style="list-style-type: none"> • derive, explain and apply practically relevant concepts in the areas of Corporate organization, Governance modes, Process modelling, Process standardization and Quality management. • explain and apply selected tools for Quality, Innovation and Project management. • explain and apply selected tools for modelling business processes and • derive the role of IT-support for Process standardisation based on examples. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (60 min.): 37,5 % of module grade • Case study presentation: 37,5 % of module grade • Presentation: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture • Case study work, Case study presentation • Guest lecturers 	
Teaching content	<ul style="list-style-type: none"> • Strategy and Corporate Organisation • Process Standardisation and Supporting IT-Systems • Quality Management & Tools for Advanced Organisation Design • Advanced Business Process Modelling 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic Know-how in Organisational management, Project Management and Business IT	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Grant, R. M./Jordan, J. (2012): Foundations of strategy, Chichester 2012</p> <p>Bach, N./Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017</p> <p>Dumas, M., et al.: Fundamentals of Business Process Management, Berlin, Second Edition, 2018</p>	

	Adler, J.N. (2011): International Dimensions of Organizational Behaviour, 5th edition, CENGAGE Learning, 2011
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Digital Transformation and Supply Chain Management (Digital Transformation and Supply Chain Management) [MSB.1.0379.0.P]		
Examination: Digital Transformation and Supply Chain Management [MSB.1.0379.0.P]	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: WiSe/ SoSe	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Christiane Fühner,		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • understand what is meant by the digital transformation of companies and the elements it involves, • are able to describe selected elements of digital transformation and to assess and structure the use of such elements in companies, • understand the importance of ecosystems and digital platforms for businesses, • are able to develop and design business models for digital platforms, • are familiar with IT systems that are relevant for procurement, and are able to explain their application, • are able to shape the digital transformation of purchasing and • are able to independently structure and model decision problems from industrial production and logistics on the basis of case studies, and to solve them using optimising methods or heuristic algorithms. 	
Type and length of examination	Written examination (90 mins): 75 % of module grade Presentation of case studies: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case study work • Presentation of case studies • Practical exercises on an SRM system • Guest lectures 	
Teaching content	<ul style="list-style-type: none"> • Selected aspects of the digital transformation • Platform economy • Digital transformation in procurement • Supply chain and production analytics 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge in the subject areas of organisation, logistics, business informatics and operations research	

Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.
Recommended reading	<p>Appelfeller, W./Feldmann, C. (2018): Die digitale Transformation des Unternehmens, Wiesbaden 2018 (neuste Auflage)</p> <p>Bach, N./Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017 (neuste Auflage)</p> <p>Parker, G. G./Van Alstyne, M. W./Choudary, S. P. (2016): Platform Revolution, New York 2016 (latest edition)</p> <p>Appelfeller, W./ Buchholz, W. (2011): Supplier Relationship Management – Strategie, Organisation und IT des modernen Beschaffungs-management, 2. Auflage, Wiesbaden 2011 (neuste Auflage)</p> <p>Appelfeller, W. (2019): e-Supplier Relationship Management und die digitale Transformation der Beschaffung, in: Tobias Kollmann: Handbuch Digitale Wirtschaft, Berlin, 2019</p> <p>Günther, H.-O., Tempelmeier, H. (2020): Supply Chain Analytics, Operations Management und Logistik, 13. Auflage, Books on Demand, Norderstedt 2020. (neuste Auflage)</p> <p>Tempelmeier, H. (2020): Analytics in Supply Chain Management und Produktion, Übungen und Mini-Fallstudien, 7. Auflage, Books on Demand, Norderstedt 2020 (neuste Auflage)</p> <p>Slack, N., Chambers, St., Johnston, R. (2016): Operations Management, 8. Auflage 2016. (neuste Auflage)</p>

Sustainability and Ethics in Society and Economy (Sustainability and Ethics in Society and Economy) [MSB.1.0261.0.P]		
Examination [MSB.1.0261.0.P] Sustainability and Ethics in Society and Economy	Course No.	ECTS credits: 12
Recommended classification 5 th /6 th /7 th . Semester	Compulsory mark: [WPF]	Language of instruction: German/English
Module Leader: Prof. Dr. Nina V. Michaelis	Module frequency [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina V. Michaelis, Prof. Dr. Bert Kiel, Dr. Therese Kirsch, Cathrin Ruppe, M.A		
Learning Outcomes	<p>Students are able to</p> <p>discuss questions and intermittent conflicts that are superordinate to the business management process in a structured and differentiated way.</p> <p>discuss and reflect on economic decision-making processes based on ethical principles.</p> <p>discuss and apply CSR tools - also in the field of social marketing - and communicate the results comprehensibly and convincingly.</p> <p>explain the special marketing challenges of governments, nonprofit organizations, and engaged citizens in influencing socially desirable behavior.</p> <p>establish or expand knowledge in the area of academic research as well as scientific work through the accompanied creation of home or project work.</p> <p>work as a team on the conception or implementation of CSR measures and social marketing campaigns in a constructive way.</p>	
Type and length of examination	Assignments (100 % of Module grade, home- and project-work, moderation, presentation)	
Teaching format	<ul style="list-style-type: none"> • • Seminaristic teaching with a high degree of activation • • group work / case studies • • project 	
Teaching content	<ul style="list-style-type: none"> • Economic Case Studies (2 hrs/week, German): Deepening of content from the macroeconomic area on the basis of selected case studies / seminar papers • Business Ethics (2 hrs/week, English): applying ethical theories and concepts to selected case studies • Project (2 hrs/week, German): Application of selected CSR tools (Corporate Social Responsibility) • Social Marketing (2 hrs/week, English): applying traditional marketing concepts to social issues and related behaviors. 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student, project:	120 h 240 h 360 h

	Total:	
Requirements with regard to content	Advanced module "Sustainable economic activity" has been completed successfully.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Internship [MSB.10218.0.P]		
Examination: Internship	Course No:	ECTS credits: 30
Recommended classification: 5th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support:		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • solve practice-oriented problems in the company independently, accompanied by their supervisor, using the skills gained so far on the course, • apply the models and methods learned to solve practice-oriented problems, • critically reflect on practical solutions on the basis of the skills developed during the course, • progress in their decision-making process concerning their choice of further specialisations and their future career based on the experience gained during the work placement. 	
Type and length of examination	Report Internship: 15-20 pages net (excluding images, tables, appendix)	
Teaching format	Accompanied work placement	
Teaching content	Practice-oriented activities and/or projects	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	800 h (internship) 100 h 900 h
Requirements with regard to content	Recommendation: The student should have taken advanced and/or extension modules in the area of the work placement.	
Formal requirements	Student must have earned 80 CP and passed all examinations from the first two semesters.	
Recommended reading	None	

Bachelor's thesis [MSB.1.0031.0.P]		
Examination: [MSB.1.0031.0.P] Bachelor's thesis	Course No:	ECTS credits: 12
Recommended classification: 6th/7th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support:		
Learning Outcomes	Students are able to prepare an academic assignment in which they resolve a comprehensive business or economic issue independently, based on theory, using suitable academic methods within a set period.	
Type and length of examination	The written thesis is assessed.	
Teaching format		
Teaching content	Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics)	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 360 h 360 h
Requirements with regard to content	It is recommended to have taken at least one extension module in the thematic area of the thesis.	
Formal requirements	Proof of having earned at least 96 credit points from module examinations in accordance with § 6 BB PO 2015	
Recommended reading	None	

Colloquium [MSB.1.0169.0Q]		
Examination: [MSB.1.0169.0Q] Colloquium	Course No: -	ECTS credits: 1
Recommended classification: 6th/7th semester	Compulsory mark: [PF]	Language of instruction: German, English
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support:		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • present an independently prepared academic assignment on a business and economic issue in a manner suitable for the audience by presenting the objectives of the assignment comprehensibly, substantiating the structure of the thesis, summarising the central results, and putting forward their conclusions using convincing arguments, • critically reflect on the content of their final thesis during a discussion and answer questions about their work. 	
Type and length of examination	Oral examination	
Teaching format	-	
Teaching content	Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics)	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 30 h 30 h
Requirements with regard to content	-	
Formal requirements	Proof of requirements for admission to the Bachelor thesis and at least grade "fair" (4.0) for the Bachelor thesis as specified in § 7 (3) (BB PO 2015).	
Recommended reading	None	