



CALA

Carrera Alemana-
Latinoamericana
de Administración

Study program

5.9.2019

Table of contents

Learning Outcomes	4
Achievement of Learning Outcomes	6
Study programme	7
Basic Modules (1 st and 2 nd semester)	7
1 st semester – (Winter Semester)	7
Legal Frameworks and Accounting [11100]	7
Management Processes [11200]	9
Mathematics [11300]	11
Microeconomics [11400]	12
Regional Studies Latin America I [11500]	13
Business Language I: Business Spanish/Portuguese I [11600]	14
2 nd semester (Summer Semester)	15
Financial Business Administration [12100]	15
Primary Business Processes [12200]	17
Statistics and Financial Mathematics [12300]	18
Macroeconomics [12400]	19
Regional Studies Latin America II [12500]	20
Business Language II: Business Spanish/Portuguese II [12600]	21
Intermediate Modules	22
Law and Taxation [13100]	22
Business Informatics [13200]	23
European Integration: Economic Foundations [13300]	24
Regional Studies Latin America III [13300]	25
Business Language III: Business Spanish/Portuguese III [13500]	26
Corporate Management [14100]	27
International Economics and Sustainable Economy [14200]	29
Intercultural Management incl. Politics of Latin America [14300]	30
Business Language IV: Business Spanish/Portuguese VI [14500]	31
Business English [20100]	32
Financial Foundations of Corporate Management [20200]	33
Foundations of Process Management and ERP Systems [20300]	34
Logistics [20400]	35
Marketing [20500]	36
Human Resources Management/ Organisational Behaviour [20600]	37
Quantitative Methods I [20700]	38
Accounting [20800]	39
Taxation [20900]	41
Business Law II [21000]	42
Sustainable Economic Activity [21200]	43
Economics II: Globalisation and European Integration [21100]	44
Business game [30100]	45
Entrepreneurship [30200]	46

Project [30300]	47
International Human Resource Management [30400]	48
Management of Technology [30500]	50
Corporate Management [30400]	51
International Management [30500]	53
International Aspects of Law [30600]	54
Regional Studies Europe TP 1 - Business German [50110]	55
Regional Studies Europe TP 2 – Politics I [50120]	56
Regional Studies Europe TP 3 – Intercultural Management [50130]	57
Regional Studies Europe TP 4 – Politics II [50140]	58
German Academia and Society [21900]	59
German [51100] – A 1.1	60
German [51100] – A 1.2	61
Specialisation Modules	62
Labour Law and Social Law [60100]	62
Operational Tax Theory I [60200]	63
Operational Tax Theory II [60300]	65
Business Information Systems [60400]	66
Controlling [60500]	67
Corporate Finance [60600]	69
Strategies of Success on International Markets [60700]	71
External Accounting [60800]	73
Functional Human Resource Management [60900]	75
Leadership and Change [61000]	76
International Marketing [61100]	77
Operational Marketing [61200]	79
Organisation and information management [61300]	81
Potential-oriented Human Resource Management [61400]	82
Project Course Organisation and Business Informatics [61500]	83
Quantitative Methods II [61600]	84
Quantitative Methods III [61700]	85
Strategic Marketing [61800]	86
Supply Chain Management [61900]	88
Auditing [62000]	90
Business Law III [62100]	91
Sustainability and Ethics in Society and Economy [62200]	92
International New Ventures [63000]	93
Internship [99900]	95
Bachelor's thesis - short [99930]	96
Bachelor's thesis - long [99930]	97

Learning Outcomes

- I. Graduates possess the knowledge and have demonstrated their ability to name, assess and present key business theories or models with the help of quantitative and qualitative methods related to a broad range of general management topics.

Los graduados/egresados poseen/ostentan el conocimiento de teorías y modelos de negocios claves y han demostrado su habilidad para nombrarlos, valorarlos y presentarlos con la ayuda de métodos cuantitativos y cualitativos relacionados a una amplia gama de tópicos en materia de gestión general.

- II. Graduates are able to analyse more complex issues with the help of business theories and in their chosen functional specializations.

Los graduados/egresados tienen la capacidad de analizar problemas complejas en teorías administrativas y en las especializaciones funcionales por ellos elegidas.

- III. Graduates are able to apply their knowledge in order to identify, analyse and resolve business issues under national and international framework conditions.

Los graduados identifican, analizan y resuelven problemas de negocios tanto en un contexto nacional como internacional.

- IV. Graduates are capable of communicating appropriate solutions of their assessments using current communication and information technology in a business environment, either in their mother tongue or in the teaching language of their destination country, both orally and in writing at Level C1 (based on the CEFR).

Los graduados/egresados poseen la habilidad de comunicar soluciones adecuadas a temas de negocio en un entorno profesional. Esto se hace verbalmente y por escrito a nivel C1 (basado en el MCER) en su idioma nativo, así como en un idioma de su región de enfoque utilizando las tecnologías actuales de comunicación e información.

- V. Graduates are able to work effectively both individually and in multicultural teams. They can interact intercultural competently in their specific region/ country and are able to reflect on their own cultural imprint. Furthermore, they possess the knowledge and the capabilities to manage individual and team-based projects.

Los graduados/egresados tienen la capacidad de trabajar efectivamente tanto de forma individual como también en equipos multiculturales. Pueden interactuar de forma intercultural competidamente en su region o país específica/o y son capaces de reflexionar acerca de su propia huella cultural. Además, poseen los conocimientos y las capacidades para coordinar proyectos a nivel individual y en equipo.

- VI. Graduates know the socio-cultural backgrounds of the region in focus and are able to perceive and reflect upon social, cultural and technological conditions, and act accordingly. They take decisions taking into account sustainability as well as social and ethical aspects.

Los graduados pueden describir las condiciones socioculturales de la región de enfoque e identifican las condiciones del marco social, cultural y tecnológico; reflexionan en éstas

y desarrollan soluciones adecuadas para los retos de negocios. Deciden tener en cuenta aspectos sostenibles, sociales y éticos.

- VII. Graduates can analyse and interpret business data using mathematical and statistical skills with the aim to support decision-making in an organization.

Los graduados/egresados pueden analizar e interpretar datos de negocios utilizando conocimientos matemáticos y estadísticos con el objetivo de apoyar la toma de decisiones en una organización.

- VIII. Graduates are able to acquire, apply and critically question new knowledge independently e.g. conduct research into business and management issues. As such, they meet the requirements for entering business practice and for pursuing postgraduate (Master's) study.

Los graduados/egresados son capaces de adquirir, aplicar y cuestionar nuevos conocimientos de forma independiente p. ej. realizar una investigación sobre problemas administrativos y de negocios. Por tanto, cumplen los requisitos indispensables para adentrarse a la práctica empresarial y para realizar un estudio de posgrado (Master).

- IX. Graduates are capable of pursuing, persisting in and successfully completing a learning process with self-motivation and self-guidance. Each individual is able to organise their own learning, including through effective management of time and information, both independently and in groups.

Los graduados/egresados son capaces de perseguir y persistir en completar con éxito un proceso de aprendizaje con motivación y auto-orientación. Cada individuo es capaz de organizar su propio aprendizaje, a través de una gestión eficaz del tiempo y de la información, tanto de forma independiente como en grupos.

Achievement of Learning Outcomes

[illegible]

Study programme

Basic Modules (1st and 2nd semester)

1st semester – (Winter Semester)

Legal Frameworks and Accounting [11100]		
Examination: [11100] Legal Frameworks and Accounting	Course No: 413101, 413101T, 416101, B16101T	ECTS credits: 6
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Ronny Gebhardt, Prof. Dr. Andrea Kersting, Prof. Dr. Isabel von Keitz		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to know the key factors that determine of private individuals' tax burdens, • are able to resolve basic taxation problems independently by applying the expertise gained, • are able to prepare a simple tax return, including taxable net income, • understand the importance of business accounting in general and bookkeeping in particular, and to handle 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 accounts, and liquid assets, • know and understand general legal principles and the principles of contract law concerning the sale of goods and are able to evaluate the legislation concerned, • are able to reiterate, classify and explain the knowledge acquired, • are able to apply the knowledge gained from real business situations using the relevant laws (subsumption), • are able to 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"> • Taxation part: seminars • Law part: seminars, case work in small groups • Bookkeeping and Accounting part: Blended learning, i.e. independent processing of a web-based learning module (ILIAS platform) and seminars supplemented by tutorials 	
Teaching content	<ul style="list-style-type: none"> • Taxation part: Fundamentals of the taxation of private individuals in due consideration of procedural law and income tax law • Law part: Foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB)), contractual obligations • 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 	

Workload	Face-to-face instruction: 6 hrs/wk per semester	68 h
	Preparatory and follow-up work by student:	112 h
	Total:	180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	<p>Bornhofen: Steuerlehre 2, Gabler Verlag, neueste Auflage</p> <p>Friebel/ Rick/ Schneider/ Schoor: Fallsammlung Einkommensteuer, nwb-Verlag, neueste Auflage</p> <p>Schäfer-Kunz: Buchführung und Jahresabschluss, Schäffer-Poeschel, neueste Auflage</p> <p>Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage</p> <p>Mehring, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage</p> <p>Baetge/ Kirsch/ Thiele, Bilanzen, IDW-Verlag, neueste Auflage</p>	

Management Processes [11200]		
Examination: [11209] Management Processes	Course No: 411101, 411701, 412201, 412301, 412401, 412301_Ue	ECTS credits: 8
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Thomas Jansen, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> are able to describe the goal setting process and a generic management process; use selected analytical tools and work out corporate objectives from primary materials for existing companies, are able to explain the relationship between strategy and organisation as well as key terms and theories of organisation theory, are able to analyse simple processes, and model and optimise them in BPMN, know the key challenges of organisational design, and are able to explain the different types of organisational structures and their advantages and disadvantages, are able to describe the tasks and basic problems arising in human resources management, and discuss them related to structural problems in companies, are able to create PowerPoint presentations; present them in a structured manner; and give fellow-students feedback, are able to prepare calculations using spreadsheets and assess data in a flexible manner, for example, by applying complex functions (such as SVERWEIS; frequency, target-value search) and by filter functions and pivot tables, are able to prepare tables of content, subject indices and bibliographies for academic texts using word-processing programmes, are able to apply fundamental constructs of programming (loops and branching) using self-created programmes. 	
Type and length of examination	Written examination (120 mins)	
Teaching format	<ul style="list-style-type: none"> Seminars Case studies/exercises Presentation by students including feedback 	
Teaching content	<ul style="list-style-type: none"> Company objectives Business management process Socially-conscious management Constitutive decisions Strategy and organisation Organisation theory and organisational design Organisational structure Process organisation Tasks and foundations of human resources management Presentation techniques Word processing and spreadsheets Development of programs 	
Workload	Face-to-face instruction: 8 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	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>Jones, Gareth: Organizational Theory, Design und Change, 7th edition, 2012</p> <p>Robbins, S. u. a.: Organizational Behavior</p> <p>Robbins/ Coulter: Management, 12th ed. 2018</p>

Mathematics [11300]		
Examination: [11309] Mathematics	Course No:	ECTS credits: 6
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Anja Stumpf	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Anja Stumpf, Prof. Dr. Michael Bucker		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the foundations of linear algebra and are able to solve economic issues in connection with systems of linear equations and simple linear optimisation tasks, • are familiar with sequences and series of numbers and are able to use them in economic issues (Financial Mathematics), • know how to use functions (curve sketching) and are aware of important economic applications (such as cost, revenue, profit and price sales function and elasticities), • are able to formulate and resolve relevant economic optimisation tasks using differential calculus with one or several variables, with and without constraints, • grasp integral calculus as a basis of calculating probabilities and statistics as well as key economic applications. 	
Type and length of examination	Written examination (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Seminars, exercises • Activating teaching methods (tutorials) 	
Teaching content	<ul style="list-style-type: none"> • Classroom teaching including accompanying exercises • Activating elements of teaching (tutorials) • Mathematical foundations (logic, set theory, inequalities) • Linear algebra (vector space, algebra of matrices, linear systems of equations and inequations), • Sequences, series and limits • Functions (with economic applications) • Differential calculus of functions with one variable • Integral calculus • Differential calculus of functions with several variables 	
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	Basic knowledge of school mathematics	
Formal requirements	None	
Recommended reading	Rade/ Westergren: Springers Mathematische Formeln, Springer-Verlag Garus, Westerheide: Differential- und Integralrechnung, Hanser Verlag Nollau: Mathematik für Wirtschaftswissenschaftler, Vieweg + Teubner Peters: Wirtschaftsmathematik, Verlag Kohlhammer, mit: Akkerboom, Peters: Wirtschaftsmathematik – Übungsbuch Salomon/ Poguntke: Wirtschaftsmathematik, Fortis Verlag	

Microeconomics [11400]		
Examination: [11409] Microeconomics	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Klaus Kobold	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Klaus Kobold		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to understand and apply the key terms and methods of microeconomics, • 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, • understand and apply the balance between the objectives of economic efficiency and social justice. 	
Type and length of examination	Written examination (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of microeconomics. 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 67 h 90 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Mankiw, G. (2012): Grundzüge der Volkswirtschaftslehre, 5. Auflage	

Regional Studies Latin America I [11500]		
Examination: [11509] Regional Studies Latin America I	Course No: C18601, C18501	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Joachim Gardemann, Dr. Frank Zirkl		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to analyse interdependencies between the geographical, historical, political, environmental and current socio-cultural conditions in Latin America, are able to describe the challenges and possibilities of the provision of basic services and primary health care focusing on the geographic region of Latin America, are able to academically prepare and present results both independently and in a team in a manner suited to the target group. 	
Type and length of examination	Humanitarian Aid: <ul style="list-style-type: none"> term paper: 33% of the module grade Geography: <ul style="list-style-type: none"> term paper: 20% of the module grade written examination (45 mins): 47% of the module grade 	
Teaching format	<ul style="list-style-type: none"> Seminars Practical exercises 	
Teaching content	<ul style="list-style-type: none"> Foundations and working practices of humanitarian emergency aid in the case of natural disasters and disasters linked to war Health-related development cooperation Interdisciplinary collaboration in the event of disasters Public health concept Fund-raising using the example of various non-profit organisations Practical application: construction of a tent hospital of the Emergency Response Unit of the International Red Cross that can be used anywhere in the world Development characteristics of Latin America Physical geographical and human geographical foundations Demographic and social science aspects Analysis of the economic/economic geographic situation Urbanisation process and current urbanisation tendencies Human-environment relations in Latin America 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 45 h 90 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Bundeszentrale für Politische Bildung (Hrsg.) (2008): Lateinamerika (= Informationen zur politischen Bildung, 300), Bonn Werz, N. (2013): Lateinamerika: Eine politische Landeskunde. Baden-Baden	

Business Language I: Business Spanish/Portuguese I [11600]		
Examination: [11619] / [11629] Business Language I: Business Spanish/Portuguese I (B2.1)	Course No: 419601	ECTS credits: 4
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: Spanish/Portuguese
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: WiSe	How to register:
Student support: Claudia de Bornstedt, M.A. and lecturers		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand longer spoken and moderately difficult written texts related to studying, everyday life, and culture and society in a broader context and to glean key items of information from them • are able to accurately reproduce the content of general and business-related texts both orally and in writing (albeit with linguistic shortcomings) • are able to present information on business-related topics in a coherent manner • are able to actively engage in talks and discussions at an intermediate language level • are able to respond to key culture-specific practices in everyday life in the destination country as the situation requires 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 50 % of the module grade (30 % homework assignments and 20 % presentation) • Written examination (120 mins): 50 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • The state and its administration in the destination country • The economic and social structure • Economically and socio-culturally important regions • The training and higher education system • Working conditions and the social system 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	B1.2 level Spanish/Portuguese language skills (proven in internal CALA-assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Recommended reading: information will be given during the course	

2nd semester (Summer Semester)

Financial Business Administration [12100]		
Examination: [12109] Financial Business Administration	Course No: 423101, 423201, 423501, 423501T	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz, Prof. Dr. Martin Schreiber, Prof. Dr. Christian Tallau, Prof. Dr. Jobst Thalenhorst		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to select methods of static and dynamic investment accounting and use them to prepare decisions on individual or competing projects, are capable of identifying the significance and paths of internal financing, and of assessing external financing instruments using equity capital, know the key recognition, measurement and disclosure regulations for significant balance sheet items of the German Commercial Code (HGB) and International Financial Reporting Standards (IFRS), including the key implicit and explicit accounting options; are able to trace their deviating definition back to the objectives pursued in the respective accounting system; and are capable of applying these rules to specific accounting issues, are able to explain the functions, requirements to prepare financial statements in accordance with HGB and IFRS, 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 (105 mins)	
Teaching format	<ul style="list-style-type: none"> Seminars Blended learning (investment and finance) Learning team coaching/case studies 	
Teaching content	<ul style="list-style-type: none"> Investment decisions under certainty and an introduction to handling uncertainty Internal financing and selected external financing instruments Addressees and objectives of annual financial statements Recognition, measurement and disclosure regulations according to HGB and IFRS 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	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	68 h 112 h 180 h

Requirements with regard to content	Foundations of bookkeeping
Formal requirements	None
Recommended reading	<p>Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, neueste Aufl., Vahlen</p> <p>Zantow/ Dinauer: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, neueste Auflage, Pearson Studium</p> <p>Baetge, Jörg/ Kirsch, Hans-Jürgen/ Thiele, Stefan: Bilanzen, neueste Auflage, Düsseldorf</p> <p>Buchholz, Rainer: Grundzüge des Jahresabschlusses nach HGB und IFRS, neueste Auflage, München</p> <p>Coenenberg, Adolf Gerhard/ Haller, Axel/ Schultze, Wolfgang: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage, Stuttgart</p> <p>Pellens, Bernhard/ Fülber, R. U./ Gassen, J. /Sellhorn, Th.: Internationale Rechnungslegung, neueste Auflage, Stuttgart</p> <p>Jossé, G.: Basiswissen Kostenrechnung, München 2011 (oder neuere Auflage)</p> <p>von Lojewski, Ute/ Thalenhorst, Jobst: Kosten- und Erlösrechnung, Berlin 2012 (oder neuere Auflage)</p>

Primary Business Processes [12200]		
Examination: [12209] Primary Business Processes	Course No: 421201, C21201, 421301, B21201T, C21201T	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Christiane Fühner	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Christiane Fühner, Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dirksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Bert Kiel, Prof. Dr. Roland Multhaup, Prof. Dr. Ralf Schengber, Prof. Dr. Franz Vallée		
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 seminars • Independent processing of tasks and subsequent presentation of work results 	
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:	68 h 112 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Adam, D.: Produktionsmanagement, 9. Auflage, Wiesbaden 1998 Corsten, H./ Gössinger, R.: Produktionswirtschaft, 13. Auflage, München 2012 Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing, Grundlagen marktorientierter Unternehmensführung, 11. Auflage, Wiesbaden 2011 Wannenwetsch, H.: Integrierte Materialwirtschaft und Logistik, 4. Auflage, Berlin, Heidelberg, New York 2010	

Statistics and Financial Mathematics [12300]		
Examination: [12309] Statistics and Financial Mathematics	Course No: B27401, B27401T	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Reiner Kurzhals	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Michael Bucker, Prof. Dr. Reiner Kurzhals, Prof. Ulrich Balz		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to grasp the standard methods of data evaluation and data description (descriptive statistics) and to understand their selection and application, are able to use the basic methods of inferential statistics, are able to independently carry out the practical application of basic statistical methods on the basis of existing data by using established software (IBM SPSS), comprehend and assess the quality of results obtained by non-independent statistical investigations, to calculate present values and annuities and apply the concepts to business cases. 	
Type and length of examination	Written examination (105 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 Financial mathematics <ul style="list-style-type: none"> Compound interest rates and annuities Repayment plans 	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	57 h 123 h 180 h
Requirements with regard to content	Foundations in Mathematics are recommended	
Formal requirements	None	
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, 1. Auflage, Wiley Verlag, 2015	

Macroeconomics [12400]		
Examination: [12409] Macroeconomics	Course No: 424201	ECTS credits: 5
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Jürgen Reckwerth		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to explain and apply the key terms and methods of macroeconomics, • are able to explain fundamental macroeconomic interrelations and their significance for companies. In this respect, macroeconomic interrelations refer to, <ul style="list-style-type: none"> ◦ Economic performance, its long-term development and short-term fluctuations ◦ The monetary sector and labour markets ◦ International economic relations • are able to apply the models taught in lectures to issues and critically assess the results. 	
Type and length of examination	Written examination (75 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of macroeconomics. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 105 h 150 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Mankiw, G. (2011): Makroökonomie, 6. Auflage Mankiw, G. (2012): Grundzüge der Volkswirtschaftslehre, 5. Auflage	

Regional Studies Latin America II [12500]		
Examination: [12509] Regional Studies Latin America II	Course No: C28501, C28101	ECTS credits: 3
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe/SoSe	How to register:
Student support: Martina Ratermann, Omar Handabaka Ames, guest		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to name the most important framework conditions that influence Latin American (LA) and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, are able to classify current conditions and developments in Latin America and Europe from the perspective of different disciplines, are able to name the main economic structures in LA and use them as a decision-making and evaluation tool, are able to independently interpret economic development in LA are able to apply concepts in the areas of management theory in relation to LA. 	
Type and length of examination	<ul style="list-style-type: none"> Politics: essay: 66% of the module grade Latin American Economy/ Business Administration: term paper or written examination: 33% of the module grade 	
Teaching format	<ul style="list-style-type: none"> Latin America conference open to the public Seminars 	
Teaching content	<ul style="list-style-type: none"> Scientific conference in collaboration with Franz Hitze Haus, also open to the public Conference topics include globalisation, democratisation, social inequality, etc. Comparison of political systems and current societal issues in LA and Europe Economic development in LA Analysis of the economic situation and/ or examination of selected enterprises from the private sector Analysis of international competitiveness 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 45 h 90 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading		

Business Language II: Business Spanish/Portuguese II [12600]		
Examination: [12619] / [12629] Business Language II: Business Spanish/Portuguese II (B 2.2)	Course No: 429601	ECTS credits: 4
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: Spanish/Portuguese
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: SoSe	How to register:
Student support: Claudia de Bornstedt, M.A. and lecturers		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to understand lectures, presentations and specialist texts on business and economic topics in their broader context and their significant details, are able to make notes of moderately difficult specialised lectures and accurately reproduce the content of the facts described, are able to describe facts about various topics both orally and in writing in a structured manner, using more complex sentence structures and specialist vocabulary, are able to substantiate and defend their own opinions in discussions by giving relevant explanations and making suitable comments, are able to develop lines of argument logically, emphasising decisive points in an appropriate manner and including supporting information, are able to structure presentations logically and deliver them, supported by visual aids, largely using freely formulated text. 	
Type and length of examination	<ul style="list-style-type: none"> Course-related achievement test: 50 % of the module grade (30 % homework assignments and 20 % presentation) Written examination (120 mins): 50 % of module grade Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> Seminars Presentations 	
Teaching content	<ul style="list-style-type: none"> Company profiles and legal forms Corporate culture Business organisation and functions Planning and implementation of a corporate project 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Spanish/Portuguese I has been completed successfully (B 2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Recommended reading: information will be given during the course	

Intermediate Modules

Law and Taxation [13100]		
Examination: [13109] Law and Taxation	Course No:	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Andrea Kersting	Module frequency: WiSe	How to register:
Student support: Prof. Dr. Andrea Kersting, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	<p>Students</p> <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 legislation concerned, • are able to reiterate, classify and explain the knowledge gained, • are capable of applying the knowledge gained to real facts from business practice (cases) using the relevant laws (subsumption), • are able to analyze cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments. • know the key influencing factors that determine corporate tax burdens • can independently solve basic tax problems using the acquired expertise, • recognize interfaces between taxation and other areas of business administration, e.g. for the investment account, financing or accounting. 	
Type and length of examination	Written test (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Seminars • Exercises • Learning in small groups (case work) 	
Teaching content	<ul style="list-style-type: none"> • Foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB)) • Contractual obligations and impairments of the performance of an obligation (in particular, sale of goods law) • Overview of tort law and property law • Fundamentals of current taxation of companies taking into account income tax law, trade tax law and corporate tax law 	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage Mehrings, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage Bornhofen: Steuerlehre 2 (aktuelle Aufl.), Gabler-Verlag Grefe: Unternehmenssteuern (aktuelle Aufl.), Kiehl-Verlag	

Business Informatics [13200]		
Examination: [13209] Business Informatics	Course No: 435101, 435201, 435101T	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Jürgen Nonhoff	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	Students <ul style="list-style-type: none"> • know basic programming terms, • are able to develop and create a programme, • are able to explain the basics of standard business software (ERP system), • are able to design and create a database, • are able to formulate and apply queries in SQL. 	
Type and length of examination	Written test (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars with a high degree of practical relevance • Accompanying/ integrated exercises (on databases / programming / ERP system) in the PC pool 	
Teaching content	Course Business Informatics I, Software Development: design programmes, create programmes, test programmes Course Business Informatics II, Databases: Design databases using ERM, implement them (MySQL) and send queries using SQL	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	None	
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	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme More reading is provided on the ILIAS Platform	

European Integration: Economic Foundations [13300]		
Examination: [13309] European Integration: Foundations of Economics	Course No: 432101	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Klaus Kobold	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Klaus Kobold, Prof. Dr. Jürgen Reckwerth		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand how European integration works and can assess the effects it has on companies, countries and budgets, • understand and apply the basic terms of integration theory, exchange rate systems and monetary policy, • apply the relationships learned to current economic policy issues and problems, • tackle complex economic topics with assistance, and prepare, present and discuss them comprehensibly in the team. 	
Type and length of examination	<ul style="list-style-type: none"> • Written test (90 mins): 75 % of module grade • Presentation: 25 % of module grade 	
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 integration theory, exchange rate analysis and monetary policy • EU institutions and policy areas • Selected aspects of European integration (consequences and problems of integration, financial crisis, ...) 	
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	Lecture of Microeconomics and Macroeconomics	
Formal requirements	None	
Recommended reading	See lecture materials	

Regional Studies Latin America III [13300]		
Examination: [13309] Regional Studies Latin America III	Course No: C38601, C38701	ECTS credits: 4
Recommended classification: 3rd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe/SoSe	How to register:
Student support: Ulrike Bock, Wencke Kuhs		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the historic origin of current social and political structures of Latin American societies, • are able to explain the legal systems of Latin American countries and illustrate how they are different or similar to European legal systems. 	
Type and length of examination	<ul style="list-style-type: none"> • History: presentation (25%) and written examination (25%) • Law: presentation (33%) and written examination (17%) 	
Teaching format	<ul style="list-style-type: none"> • Latin America conference open to the public • Seminars 	
Teaching content	<ul style="list-style-type: none"> • Indigenous cultures prior to the Conquista • Establishment and structures of colonial rule in Latin America and their effects on contemporary culture • Time of change: reform efforts, resistance and independence movements • Fundamental processes of the 19th century (state and nation-building, social and economic developments) • Integration process under business law in Latin America • Significance of the most important economic alliances to German companies (NAFTA, MERCOSUR, etc.) • Company-relevant aspects of trade agreements concluded between the EU and Latin America (in particular tax and investment law) • Special features of international trade and legal relations with Latin American countries 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Rinke, Stefan: Geschichte Lateinamerikas. Von den frühesten Kulturen bis zur Gegenwart, München, Beck, 2010 Holloway, Thomas H. (Hrsg.): A Companion to Latin American History, Chichester u.a.: Wiley-Blackwell, 2011	

Business Language III: Business Spanish/Portuguese III [13500]		
Examination: [13519] / [13529] Business Language: Business Spanish/Portuguese III (C 1.1)	Course No: 439601	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: Spanish/Portuguese
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: WiSe	How to register:
Student support: Claudia de Bornstedt, M.A. and lecturers		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand longer, linguistically demanding specialist texts in their entirety and in detail, • understand more complex information during meetings and presentations in their entirety and summarise the main issues, • are able to write longer, study-related texts taking into account academic criteria, • are able to write standard documents (including letters of application, Curriculum Vitae) according to customary practices in a largely independent manner, • are able to effectively hold interviews and negotiations in a confident and communicative manner, • are able to give presentations on specialist topics using graphic illustration. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 50 % of the module grade (30 % homework assignments and 20 % presentation) • Written examination (120 mins): 50 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Sustainable economic activity • Corporate management and work culture • Human resources management • Job application training • Marketing strategies 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Spanish/Portuguese II has been completed successfully (B 2.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Recommended reading: information will be given during the course	

Corporate Management [14100]		
Examination: [14109] Corporate Management	Course No: 447401, 447501, 447701	ECTS credits: 7
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: German or English
Module Leader: Prof. Dr. Olaf Arlinghaus	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Olaf Arlinghaus, Prof. Michael Wasserman, PhD, N.N.		
Learning Outcomes	<p>Qualification objectives The module consists of two courses (I) Strategic Management and (II) Project Management.</p> <p>I. Strategic Management</p> <p>1. Expertise: 1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics 1.2 Recognition of connections between business strategy and operational implementation in the company divisions 1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies</p> <p>2. Methodological skills: 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> <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. <p>III. Social Business Based on corporate management criteria, students can distinguish Social Businesses from Forprofit-Businesses and apply their knowledge to solving case studies.</p>	
Type and length of examination	Written test (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • 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 • Mergers & acquisitions • Trends and objectives 	

	<ul style="list-style-type: none"> • 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 • Further approaches of Project Management <ul style="list-style-type: none"> ○ Critical Chain and Theory of Constraints ○ Deadline Project Management ○ International Aspects of Project Management 	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	57 h 153 h 210 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>Strategisches Management: Hungenberg, H. (2014): Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, 8. Auflage, Gabler Verlag, Wiesbaden</p> <p>Johnson, G. / Scholes, K. (2011): Strategisches Management - Eine Einführung: Analyse, Entscheidung und Umsetzung, 9. Auflage Pearson</p> <p>Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.) (2014): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, 4. Auflage</p> <p>Project Management Project Management Institute: Guide to the Project Management Body of Knowledge – PMBoK, 5th Edition, PMI, 2013</p> <p>Andler, Nicolai: Tools for Projektmanagement, Workshops and Consulting: A Must-Have Compendium for Essential Tools and Techniques (2011), Publicis Publishing</p>	

International Economics and Sustainable Economy [14200]		
Examination: [14209] International Economics and sustainable Economy	Course No: 443101, 443201, 443301	ECTS credits: 7
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Klaus Kobold	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Klaus Kobold, Prof. Dr. Nina Michaelis		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to apply the previously learnt connections of international economics to current international issues and problems, and critically assess the outcomes/solutions, are able to use a sound theoretical approach, explain the issues regarding the complex societal and economic political framework of sustainable development, which is superordinate to the business economic process, and engage in discussions on these topics in a differentiated manner, are able to explain corporate social responsibility and assess specific business distribution channels. 	
Type and length of examination	<ul style="list-style-type: none"> Written test (90 mins) Report, Presentation or Discussion paper 	
Teaching format	<ul style="list-style-type: none"> Seminars Exercises case studies in group work 	
Teaching content	International economics <ul style="list-style-type: none"> International trade flows and globalisation Theory of international trade Foundations of international commercial policy Analysis of exchange rates and balance of payments Sustainability in economics <ul style="list-style-type: none"> Sustainability as a complex challenge for all social actors Sustainability in economic theory <ul style="list-style-type: none"> The role of the state, consumers and enterprises in the implementation of a sustainable economic system Specific instruments for implementing a sustainable way of doing business 	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	57 h 153 h 210 h
Requirements with regard to content	Foundations of Business Administration and Economics (Microeconomics and Macroeconomics)	
Formal requirements	None	
Recommended reading	Krugman, Paul R.: Internationale Wirtschaft, Theorie und Politik der Außenwirtschaft, Pearson Rogall, H. (2012): Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, 2. Auflage, Marburg See also course material.	

Intercultural Management incl. Politics of Latin America [14300]		
Examination: [14309] Intercultural Management incl. Politics of Latin America	Course No: C48501, C52101	ECTS credits: 6
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: English and German and partly in Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos M.A., N.N.		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, negotiations, presentations, decision making, leadership and motivation based on models of culture (knowledge), • Reflect their own intercultural competencies, behavioral approaches and culture-based assumptions (reflection), • Recognize intercultural situations and differences, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • Adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • Adapt to scientific working processes, such as in explaining and critically applying quantitative and qualitative research methodologies, • name the most important framework conditions that influence Latin American and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • are able to classify current conditions and developments in Latin America and Europe from the perspective of different disciplines. 	
Type and length of examination	<ul style="list-style-type: none"> • Paper (33%) • Presentation (67%) 	
Teaching format	<ul style="list-style-type: none"> • Group activities, role plays, case studies, video analysis, videos • Conference 	
Teaching content	<ul style="list-style-type: none"> • Models and methods to analyze cultures • Influences of culture on management functions (communication, conflict management, negotiations and leadership) • Tools for reflection • Comparison of political systems in Latin America and Europe • Political and economic relations between Latin America and Europe • Current societal issues in Latin America and Europe 	
Worload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	68 h 112 h 180 h
Requirements with regard to content	Good basic knowledge of English	
Formal requirements	Obligatory regular and active participation in the course "Intercultural Management"	
Recommended reading	Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014 Thomas, D.C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2017.	

Business Language IV: Business Spanish/Portuguese VI [14500]		
Examination: [14519] / [14529] Business Language IV: Business Spanish/Portuguese VI	Course No: 449601	ECTS credits: 4
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: Spanish/Portuguese
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: WiSe	How to register:
Student support: Claudia de Bornstedt, M.A. and lecturers		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand lengthy presentations and lectures on different areas of economics and business management, and glean detailed information from them, • understand longer, complex specialist texts and glean generalised and individual statements from them, • are able to give their personal opinion in a plausible and differentiated manner, • are able to effectively engage in complex talks, discussions and debates in an active and communicative manner, • are able to give cleverly structured presentations, speaking fluently, and taking into account the target group in each case. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 50 % of the module grade (30 % homework assignments and 20 % presentation) • Written examination (120 mins): 50 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • International trade • Sales and distribution • Trade fairs and exhibitions • Transport and logistics • Financing projects 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Spanish/Portuguese III has been completed successfully (C 1.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Recommended reading: information will be given during the course	

Business English [20100]		
Examination: [20109] Business English	Course No: B8S101	ECTS credits: 6
Recommended classification: 2nd/4th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Jennifer Burkart, MA	Module frequency: WiSe/SoSe	How to register:
Student support: Jennifer Burkart, MA, Cathrin Ruppe, MA, lecturers		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand longer, complex specialised texts and to extract global and individual statements from them, • are able to actively participate in conversations and discussions communicating in an effective manner, • are able to hold well-structured presentations fluently, taking into account the respective (international) target groups, • are able to write standard documents (including reports and business correspondence) independently according to customary practice, • are able to effectively take part in job interviews, • are able to write a CV for an international company. 	
Type and length of examination	<ul style="list-style-type: none"> • Assessments during the course of study: 50 % of module grade (20% presentation, 10% written homework, 20% CV and job interview) • Written examination (120 min.): 50 % of module grade • Obligatory regular and active participation in course "Business English" 	
Teaching format	<ul style="list-style-type: none"> • Classroom teaching / seminars • Exercises • Learning in small groups, including presentation 	
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:	45 h 135 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 "Business English" course	
Recommended reading	Cotton, David/ Falvey, David/ Kent, Simon: Market Leader: Intermediate Business English Course Book, 3rd Edition Harlow: Pearson Education Limited, 2010	

Financial Foundations of Corporate Management [20200]		
Examination: [20209] Financial Foundations of Corporate Management	Course No: B84201, B84401	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Christian Tallau	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Christian Tallau, Prof. Dr. Ulrich Balz, Prof. Dr. Juliane Wolf, André Perusso, Oliver Beckmann		
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 (120 mins)	
Teaching format	Teaching in the form of seminars with exercises/ 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:	45 h
	Preparatory and follow-up work by student:	135 h
	Total:	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, ab 12. Aufl. Vanini: Risikomanagement: Grundlagen, Instrumente, Unternehmenspraxis, Stuttgart 2012 Brealey/ Myers/ Allen (BMA): Principles of Corporate Finance, Global Edition, from 10th ed., 2011	

Foundations of Process Management and ERP Systems [20300]		
Examination: [20309] Foundations of Process Management and ERP Systems	Course No: B86201, B86201T, B86202, B86203	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to explain process orientation requirements and distinguish process-oriented companies from other companies, • are able to differentiate and explain fundamental elements of process management, and to relate them to each another, • are able to model and analyse processes and to optimise them, in particular, on an ERP basis, • are able to explain the structure, mode of operation and characteristics of ERP systems, • are able to 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:	45 h 135 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Fischermanns, Guido: Praxishandbuch Prozessmanagement, 10. aktualisierte Auflage, Gießen 2012 Gronau, Norbert: Enterprise Resource Planning: Architektur, Funktionen und Management von ERP-Systemen, München 2010 Schmelzer, Hermann, J./ Sesselmann, Wolfgang : Geschäfts-prozessmanagement in der Praxis, 8. Auflage, München 2013	

Logistics [20400]		
Examination: [20309] Logistics	Course No: B86101	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: English, German
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: WiSe/SoSe	How to register:
Student support: Prof., Dr. Wolfgang Buchholz, Prof. Dr. Michael Dirksen		
Learning Outcomes	Students <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, • are able to 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 module grade • Case study work: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Seminars • Excursions • Case studies 	
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: Total:	45 h 135 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, 5. Auflage, München 2009 Gleißner / Femerling (2013): Logistik, 2. akt. u. erw. Aufl., Wiesbaden 2013 Pfohl, H.-C. (2010): Logistiksysteme, 8. Aufl., Berlin / Heidelberg 2010 Werner, H. (2008): Supply Chain Management, 3. Aufl., Wiesbaden 2007	

Marketing [20500]		
Examination: [20509] Marketing	Course No: B85101, B85201	ECTS credits: 6
Recommended classification: 3 rd / 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. Ralf Schengber, Hartmut Günther, M.A.		
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	Lecture	
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:	45 h 135 h 180 h
Requirements with regard to content	Foundations of marketing	
Formal requirements	None	
Recommended reading	Weis, Steinmetz (2012): Marktforschung Backhaus/ Erichson/ Plinke/ Weiber (2015): Multivariate Analysemethoden Kroeber-Riehl, Gröppel-Klein (2013): Konsumentenverhalten Backhaus (2014): Industriegütermarketing	

Human Resources Management/ Organisational Behaviour [20600]		
Examination: [20609] Human Resources Management/Organisational Behaviour	Course No: B87101, B87201	ECTS credits: 6
Recommended classification: 3 rd /4 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. Annette Nagel		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to systematically portray and substantiate the influence human resources management has on business success, • are able to analyse and assess business management measures and instruments to control staff behaviour at the individual, group and organisational level, • are able to structure groups on the basis of behavioural scientific findings, and manage group processes, • are able to 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): 77.5 % of module grade Assignment/seminar paper: 22.5 % of module grade	
Teaching format	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:	45 h 135 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	See lecture materials	

Quantitative Methods I [20700]		
Examination: [20709] Quantitative Methods	Course No: B89101, B89201, B89201T	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Reiner Kurzhals	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Reiner Kurzhals, Prof. Dr. Christiane Fühner, Prof. Dr. Anja Stumpf, Cornelius Brosche, M.A.		
Learning Outcomes	Students <ul style="list-style-type: none"> • should have in-depth theoretical and practical knowledge of planning and decision-making techniques, • should be able to use suitable operations research software in applying the quantitative methods mentioned, • are able to apply content from the GM Statistics lecture to a market research project using IBM SPSS, • are able to 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	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:	45 h 135 h 180h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, 1. Auflage, Wiley Verlag, 2015 Backhaus, K. u.a.: Multivariate Analysemethoden, 13. Auflage, Springer Verlag, Berlin 2010 Bühl, A./ Zöfel, P.: SPSS Version 20, Einführung in die moderne Datenanalyse unter Windows, 13. Auflage, München 2011	

Accounting [20800]		
Examination: [20809] Accounting	Course No: B88101, B88201, B88101T	ECTS credits: 6
Recommended classification: 3 rd / 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. Martin Schreiber, Ralf Gebhardt, Prof. Dr. Ronny Gebhardt, , Matthias Gröne, Prof. Dr. Isabel von Keitz, Prof. Dr. Holger Pooten, Prof. Dr. Klaus Schulte, Prof. Dr. Jobst Thalenhorst		
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</p> <ul style="list-style-type: none"> • should 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, • are able to recognise opportunities and limitations of accounting policy in accordance with HGB, • know the key foundations of indicator-based balance sheet analysis, • are able to become acquainted with the main areas of indicator analysis, • are able to prepare and assess corporate management decisions using cost accounting data and • are 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"> • 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 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:	45 h 135 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, aktuelle Auflage</p> <p>Freidank/ Velte: Rechnungslegung und Rechnungslegungspolitik, aktuelle Auflage</p> <p>Friedl/ Hofmann/ Pedell, B.: Kostenrechnung, aktuelle Auflage</p>
----------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Taxation [20900]		
Examination: [20909] Taxation	Course No: B83101, B83201	ECTS credits: 6
Recommended classification: 3 rd /4 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 Thoms-Meyer, Prof. Dr. Olaf Tanto,		
Learning Outcomes	Students <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, • are able to 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	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:	45 h 135 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Steuergesetze (und auszugsweise Steuerrichtlinien) + Lehrbücher (alt.): Steuerbilanzen: Scheffler, W.: Besteuerung von Unternehmen II Maus, G.: Bilanzsteuerrecht Koltermann, J.: Fallsammlung Bilanzsteuerrecht. Umsatzsteuer: Bornhofen, M.: Steuerlehre 1 + Übungsbuch Walkenhorst, J.: Umsatzsteuer + Fallsammlung Umsatzsteuer Im Übrigen wird auf aktuelle Literaturempfehlungen der Dozenten verwiesen.	

Business Law II [21000]		
Examination: [21009] Business Law II	Course No: B81101	ECTS credits: 6
Recommended classification: 3 rd /4 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		
Learning Outcomes	Students <ul style="list-style-type: none"> • should be able to resolve simple to moderately difficult cases from private business law appropriately, • should gain the ability to recognise in practice the legal relevance of circumstances and to act accordingly, • should 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	<ul style="list-style-type: none"> • Seminars • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • 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:	45 h 135 h 180 h
Requirements with regard to content	Good knowledge of the German Civil Code (BGB): General Section, contract law; basic knowledge of property law	
Formal requirements	None	
Recommended reading	Führich: Wirtschaftsprivatrecht, Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht, 11. Aufl., Vahlen: München 2012 Klunzinger, Eugen: Grundzüge des Gesellschaftsrechts, 16. Aufl., Vahlen: München 2012 Mehrings: Grundzüge des Wirtschaftsprivatrechts, 3. Aufl., Vahlen, München 2015 Teichmann, Arthur: Handelsrecht. 1. Aufl., Baden-Baden 2013	

Sustainable Economic Activity [21200]		
Examination: [21209] Sustainable Economic Activity	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Nina Michaelis	Module frequency: [0]	How to register: Via LSF
Student support: Prof. Dr. Nina Michaelis, Prof. Dr. Bert Kiel, Dr. Therese Kirsch		
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:	45h 135h 180h
Requirements with regard to content	Foundations of Economics and Business Administration	
Formal requirements	None	
Recommended reading	Molthan-Hill, P. (2014): The Business Student's Guide to Sustainable Management Rogall, H. (2012): Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, 2. Auflage, Marburg	

Economics II: Globalisation and European Integration [21100]		
Examination: [21109] Economics II: Globalisation and European Integration	Course No: B8V101	ECTS credits: ,
Recommended classification: 3 rd / 4th semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Jürgen Reckwerth, Prof. Dr. Klaus Kobold, Prof. Dr. Nina Michaelis, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	Students <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, • are able to apply the relationships learned to current economic policy issues and problems, • are able to prepare, present and discuss complex economic topics with assistance in the team. 	
Type and length of examination	Written examination (90 mins): 75 % of module grade Presentation: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • 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	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	good knowledge of the German Civil Code (BGB): General Section, contract law; basic knowledge of property law	
Formal requirements	None	
Recommended reading	See lecture materials	

Business game [30100]		
Examination: Business game [30109]	Course No: B40201	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Klaus Schulte	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Thomas Baaken, Prof. Dr. Frank Dellmann, Prof. Dr. Christiane Fühner, Hartmut Günther, M.A., Prof. Dr. Thorsten Kliewe, Prof. Dr. Klaus Kobold, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	Students <ul style="list-style-type: none"> • learn how to think, plan and act entrepreneurially using business games, • recognise and take into account connections and dependencies between different entrepreneurial 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 results generated 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, choice of courses)	
Teaching format	<ul style="list-style-type: none"> • Business game • Case studies • Project-based tasks 	
Teaching content	Business game TOPSIM Euro <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 actions • Decision-making concerning measures for implementing 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 term 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	good knowledge of the German Civil Code (BGB): General Section, contract law; basic knowledge of property law	
Formal requirements	None	
Recommended reading	Published individually, depending on the course	

Entrepreneurship [30200]		
Examination: Entrepreneurship [30209]	Course No: 436101	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Michael Wasserman, PhD	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Michael Wasserman, PhD; Dr. Sue Rossano		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • describe and recognise entrepreneurial thinking and acting, • apply their knowledge and skills to their own business idea, • develop this idea to a conceptual prototype, • develop social and human resources skills. 	
Type and length of examination	Presentation, Seminar paper	
Teaching format	Project work with coaching	
Teaching content	<ul style="list-style-type: none"> • Entrepreneurial thinking/ acting and concept creation • Concept and prototype testing • Communicating and presenting your concept • Financially proving your concept 	
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	None	

Project [30300]		
Examination: [30309] Project	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English or German or Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann		
Learning Outcomes	Students further develop their technical, methodological, social and self-competencies according to their own interests by working on a task of their choice.	
Type and length of examination	<ul style="list-style-type: none"> • Report • Presentation 	
Teaching format	Project work with coaching	
Teaching content	<ul style="list-style-type: none"> • Students apply course content to a defined task • Task and content are arranged individually 	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	180 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	None	

International Human Resource Management [30400]		
Examination: [1.0366.0] International Human Resource Management	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Sandra L. Fisher, PhD	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Sandra L. Fisher, PhD		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to describe the primary types of international human resource strategies and HR practices associated with each, are able to identify differences among cultures and how national culture affects human resource management, are able to compare German employment and labor law to such laws in other countries, identifying similarities and differences. are able to describe the purpose of using expatriates as part of global HR system and identify appropriate techniques for selecting, training, compensating, and repatriating these managers. are able to evaluate multinational companies' use of various HR strategies and practices. 	
Type and length of examination	Written examination (90 mins): 60 % of module grade Seminar paper: 40 % of module grade	
Teaching format	Seminars with discussions	
Teaching content	<ul style="list-style-type: none"> Differences between in-country and International Human Resource Management International human resource management strategies International talent management framework Cultural models and impact on HR Global mindset Choice of language in multinational companies International human resource legal issues Models of expatriate assignments Recruiting practices in International Human Resource Management Selecting practices in International Human Resource Management Training practices in International Human Resource Management 	
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	<ul style="list-style-type: none"> Content of the foundation module "Human Resource Management" as part of the module "Management Processes" 	
Formal requirements	None	
Recommended reading	Clyde & Co., L&E Global. (May 2017). <i>An International Guide to Employment Law Across 28 Countries</i> . Retrieved from https://www.clydeco.com/uploads/Files/website_International_Guide_to_Employment_LOWR_ES_V3.pdf . Read only the 4 highlighted sections. Collings, D.G. & Isichei, M. (2018) The shifting boundaries of global staffing: Integrating global	

	<p>talent management, alternative forms of international assignments and non-employees into the discussion. <i>The International Journal of Human Resource Management</i>, 29(1), 165-187.</p> <p>Davis, S. (2015). The State of Global Leadership Development. <i>Training Magazine</i>.</p> <p>Gurchiek, K. (2016). Switzerland Tops List of Countries Best at Getting, Keeping Talent. <i>HRMagazine</i>.</p> <p>Overman, S. (2016). Finding the Right Talent Around the Globe. <i>HR Magazine</i>.</p> <p>Stahl, G.K. et al. (2012). Six Principles of Global Talent Management. <i>MIT Sloan Management Review</i>.</p> <p>Smith, M.C. & Victorson, J. (2012). Developing a Global Mindset. <i>People & Strategy</i>.</p> <p>Terrell, S. & Rosenbusch, K. (2013). Global leadership development: What global organizations can do to reduce leadership risk, increase speed to competence, and build global leadership muscle. <i>People & Strategy</i>, 36(1), 40-46.</p> <p>VIA (2015). <i>The Guide to Effective Global Training</i>. eBook available at www.viadelivers.com</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Management of Technology [30500]		
Examination: 1.0367.0 Management of Technology	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Sandra L. Fisher, PhD	Module frequency: [0]	How to register:
Student support: Prof. Sandra L. Fisher, PhD		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Apply knowledge of individual, organizational, and societal factors that encourage and inhibit technological innovation to evaluate and plan technology investments. • Use qualitative and quantitative tools to assess the value of innovation projects, both individually and as part of a portfolio. • Describe and evaluate processes for managing technology innovation (e.g., alliances, stage gates, team development). • Analyze issues and challenges related to the development of cutting edge technology under ambiguous circumstances. • Apply tools and concepts to analyze real-world examples of innovation and technology management. 	
Type and length of examination	Presentation (30 minutes): 40% of module grade Assignment/seminar paper: 60% of module grade	
Teaching format	Teaching in the form of seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	<ul style="list-style-type: none"> • Technology diffusion and adoption models • New product development processes and decision making processes • Intellectual property protection • Organizational structures and processes to enhance creativity and innovation 	
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	Individual articles from the English language business press (publications such as <i>Harvard Business Review</i> , <i>The Economist</i>) will be recommended for each class period.	

Corporate Management [30400]		
Examination: [30409] Corporate Management	Course No: 447401, 447501, 447701	ECTS credits: 6
Recommended classification: 3 th semester	Compulsory mark: [PF]	Language of instruction: German or English
Module Leader: Prof. Dr. Olaf Arlinghaus	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Olaf Arlinghaus, Prof. Michael Wasserman, PhD		
Learning Outcomes	<p>Qualification objectives The module consists of two courses (I) Strategic Management and (II) Project Management.</p> <p>I. Strategic Management</p> <p>1. Expertise:</p> <p>1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics</p> <p>1.2 Recognition of connections between business strategy and operational implementation in the company divisions</p> <p>1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies</p> <p>2. Methodological skills:</p> <p>2.1 The ability to analyse strategic problems and develop proposals for solving them</p> <p>2.2 The ability to apply the foundations of strategic management</p> <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</p> <p>By the end of this course, students</p> <ul style="list-style-type: none"> • should be able to explain all important project management processes and implement them in projects and • should be able to use all important project management tools established in practice for controlling and managing projects. 	
Type and length of examination	Written test (90 mins)	
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 • Mergers & acquisitions • 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 • Further approaches of Project Management <ul style="list-style-type: none"> ◦ Critical Chain and Theory of Constraints ◦ Deadline Project Management ◦ International Aspects of Project Management 	
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	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. (2014): Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, 8. Auflage, Gabler Verlag, Wiesbaden</p> <p>Johnson, G. / Scholes, K. (2011): Strategisches Management - Eine Einführung: Analyse, Entscheidung und Umsetzung, 9. Auflage Pearson</p> <p>Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.) (2014): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, 4. Auflage</p> <p>Project Management Project Management Institute: Guide to the Project Management Body of Knowledge – PMBoK, 5th Edition, PMI, 2013</p> <p>Andler, Nicolai: Tools for Projectmanagement, Workshops and Consulting: A Must-Have Compendium for Essential Tools and Techniques (2011), Publicis Publishing</p>	

International Management [30500]		
Examination: International Management [30509]	Course No: B8IM01	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Michael Wasserman, PhD, Prof. Dr. Marcus Laumann		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • explain challenges in international management • contribute to the formulation of international strategy • identify the benefits and issues for different organizational setups • apply tools for designing international organizations • explain the trade-off of different international configurations, coordination mechanisms and foreign operation modes • understand the various phases of an integration • evaluate international market opportunities • understand the various factors contributing to the location decision • optimize international business processes • explain the different designs of global R&D networks • understand the domain of corporate social responsibility 	
Type and length of examination	Group presentation (case study): 50 % of module grade Presentation: 50 % of module grade	
Teaching format	Seminar	
Teaching content	The lecture “International Management” conveys practically relevant knowledge of planning, management and controlling of international business networks. <ul style="list-style-type: none"> • Introduction to (Strategic) international Management • The external environment • International coordination • Foreign Operation Modes/ Entry Strategies • Selected International Value Chain Activities (Sales, Distribution, R&D) 	
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	Frynas, J.G., Mellahi, K.: Global Strategic Management, 3rd edition, Oxford University Press, 2011. Morschett, D.; Schramm-Klein, H. & Zentes, J.: Strategic International Management, Text and Cases, 2nd edition, Gabler, 2010. Parboteeah, K.P., Cullen, J.B.: International Business – Perspectives from Developed and Emerging Markets.	

International Aspects of Law [30600]		
Examination: [30609] International Aspects of Law	Course No: 443101, 443201, 443301	ECTS credits: 6
Recommended classification: 4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Andrea Kersting	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Andrea Kersting		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • know and understand the legal foundations and risks involved in international business transactions, • are able to apply international law (standards) to cases involving a foreign element, and to develop and substantiate a solution, • know and understand the case presentation of international contract law and international sale of goods law, • know the main features of hedging receivables in international business and enforcement of receivables abroad, • know and understand the foundations of international company law, • are able to apply the relationships learned on international contract law, sale of goods law and company law and on hedging receivables in international business and enforcement of receivables abroad to current international issues and problems and to develop practice-oriented results, • are able to work on a practice-relevant topic involving international elements methodically and systematically on the basis of relevant literature, and to present the results in an academic assignment (presentation). 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (60 mins): 50 % of module grade • Presentation: 50 % of module grade 	
Teaching format	Seminars	
Teaching content	<ul style="list-style-type: none"> • International private law • International contract law • Hedging receivables in international business • Place of jurisdiction/ arbitration agreements • Enforcement of receivables abroad • International company law 	
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	Dirk Güllemann: „Internationales Vertragsrecht“ Vahlen, / Aktuelle Auflage	

Regional Studies Europe TP 1 - Business German [50110]		
Examination: [50119] Regional Studies Europe 1/4	Course No: C59101	ECTS credits: 4
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Cathrin Ruppe (responsible), Kristina Wedi (implementing)		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> understand longer listening and readings texts related to regional studies and business in a broader context and to glean important individual items of information from them, are able to accurately reproduce the content of general and specialist texts both orally and in writing, albeit with linguistic shortcomings, are able to write an application dossier (Curriculum Vitae, covering letter) according to customary practices in a largely independent manner, are able to hold interviews at an intermediate language level in a communicative and effective manner, albeit with minor errors, are able to give presentations on business topics including graphic illustration. 	
Type and length of examination	Homework (10 % of module grade); presentation (7 % of module grade); written examination (100 mins, 16,3 % of module grade)	
Teaching format	<ul style="list-style-type: none"> Seminars Presentations 	
Teaching content	<ul style="list-style-type: none"> Job application training Business practice: location factors, market strategies Economically and socio-culturally important regions The German business landscape: large concerns, small and medium-sized enterprises, family businesses, legal forms 	
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	At least Level B1.2 of the CEFR, proven in the assessment test Regular and active participation in the Business German course	
Recommended reading	<p>Nadja Fügert, Regine Grosser, et al.: DaF im Unternehmen B2. Kursbuch. ISBN 978-3-12-676455-1</p> <p>Stefan Fodor, Regine Grosser, et al.: DaF im Unternehmen B2. Intensivtrainer Grammatik. ISBN 978-3-12-676467-4</p>	

Regional Studies Europe TP 2 – Politics I [50120]		
Examination: [50129] Regional Studies Europe 2/4	Course No: C59101	ECTS credits: 2
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German or Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe	How to register:
Student support: Omar Handabaka		
Learning Outcomes	Students: <ul style="list-style-type: none"> are able to identify the most important framework conditions that influence German and European societies and economies, such as social and power structures, institutions, the rule of law, international relations and economics understand and explain today's conditions and developments in Germany and Europe. 	
Type and length of examination	Presentation (16,7 % of module grade)	
Teaching format	Teaching in the form of seminars	
Teaching content	<ul style="list-style-type: none"> Historical, political and economic developments in Germany and Europe, Current social issues in Germany and Europe 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Schmidt, Manfred G.: Das politische System der Bundesrepublik Deutschland. Bundeszentrale für politische Bildung, Bonn, 2016 Stiftung Wissenschaft und Politik: Dokumente, Berichte, Dossiers und Analysen (www.swp-berlin.org)	

Regional Studies Europe TP 3 – Intercultural Management [50130]		
Examination: [50130] Regional Studies Europe 3/4	Course No:	ECTS credits: 4
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German or English, partially Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, negotiations, presentations, decision making, leadership and motivation based on models of culture (knowledge), • Reflect their own intercultural competencies, behavioral approaches and culture-based assumptions (reflection), • Recognize intercultural situations and differences, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • Adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • Adapt to scientific working processes, such as in explaining and critically applying quantitative and qualitative research methodologies. 	
Type and length of examination	Presentation about a country; active and regular participation in the “Intercultural Management” course (33,3 % of module grade)	
Teaching format	4 hrs/wk short intensive course (group exercises, role play, video reflection, case studies)	
Teaching content	<ul style="list-style-type: none"> • Methods for analysing and bridging cultural differences • Influence of culture on all important management functions (communication, conflict management, leadership) • Tools for reflection 	
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	active and regular participation in the “Intercultural Management” course	
Recommended reading	Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014 Thomas, D.C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2017. Das Buch ist auch auf Spanisch verfügbar: „Inteligencia cultural – Habilidades interpersonales para triunfar en la empresa global“, Paidós, 2007	

Regional Studies Europe TP 4 – Politics II [50140]		
Examination: [50140] Regional Studies Europe 4/4	Course No:	ECTS credits: 2
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: SoSe	How to register:
Student support: Martina Ratermann, Constantina Rokos		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to name the most important framework conditions that influence Latin American and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • are able to classify current conditions and developments in Latin America and Europe from the perspective of different disciplines. 	
Type and length of examination	Seminar paper (16,7 % of module grade)	
Teaching format	Public conference	
Teaching content	<ul style="list-style-type: none"> • Comparison of political systems in Latin America and Europe • Political and economic relations between Latin America and Europe • Current societal issues in Latin America and Europe 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Various, depends on subject of conference	

German Academia and Society [21900]		
Examination: German Academia and Society [21909]	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos M.A., Cathrin Ruppe, M.A.		
Learning Outcomes	Students shall <ul style="list-style-type: none"> • overcome cultural barriers that hinder their process of integration, • be able to reflect on changes in their everyday life regarding academic and social changes, • understand and analyze cultural differences between Germany and their respective country, • learn about German history, and its contemporary influences on German society, • critically discuss current topics of German politics, economy, and society, • get familiar with the German academic system and evaluation criteria, • learn about qualitative and quantitative research methodologies, • adapt to cultural differences in academic working processes, such as in explaining and applying different research methodologies. 	
Type and length of examination	Group presentation (individually graded) (67%) and written assignment (33%)	
Teaching format	Interactive lectures	
Teaching content	<ul style="list-style-type: none"> • Intercultural Management • Living and studying in Germany, the German academic system • Current topics of German politics, economy and society 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	68 112 180
Requirements with regard to content	Advanced level of English	
Formal requirements	None	
Recommended reading	Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014 Thomas, D.C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2017.	

German [51100] – A 1.1		
Examination: [51109] German - A 1.1	Course No:	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Cathrin Ruppe, M.A.	Module frequency: WiSe/SoSe	How to register:
Student support: N.N.		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand questions spoken slowly and simply worded instructions, and respond to them briefly, • are able to formulate everyday requests and respond to them, • are able to glean the relevant information from short written and oral statements, • are able to ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • are able to give and ask information about eating habits, • are able to enter information about themselves on forms, • are able to make appointments by email or letter and write simple messages about everyday life and the world of work. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 60 % of the module grade (20 % homework assignments and 40 % written tests) • Written examination (120 mins): 40 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	Seminars	
Teaching content	<ul style="list-style-type: none"> • Greetings and introductions: information about one's name, age, family, language, country, job, hobbies, numbers • First contacts in the workplace and at university: naming of office furniture and equipment and departments, hobbies, leisure activities and days of the week • Getting around in the city. Reservation of hotel rooms, naming of problems with the hotel room, finding one's way around the city, expression of the time of day and the time, • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. 	
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	No previous knowledge or very little knowledge of German	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Anne Buscha, Szilvia Szita: Begegnungen A1+, Integriertes Kurs- und Arbeitsbuch, Schubert Verlag, Leipzig 2007, Kapitel 1-4	

German [51100] – A 1.2		
Examination: [51109] German – A 1.2	Course No:	ECTS credits: 6
Recommended classification: 6 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Cathrin Ruppe, M.A.	Module frequency: WiSe/SoSe	How to register:
Student support: N.N.		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to glean the relevant information from simple conversations and texts, • are able to exchange simply worded information about directions, modes of transport and accommodation in face-to-face conversations and on the phone, • are able to make and cancel appointments, • are able to formulate and respond appropriately to everyday questions and requests, • are able to formulate greetings and apologies, and accept and refuse invitations • are able to write simple texts about themselves and the world of work, • are able to describe everyday daily routines, university life and professional life, reporting also about the past, • are able to write simple emails (hotel reservations, confirmations of appointments, invitations, etc.). 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 60 % of the module grade (20 % homework assignments and 40 % written tests) • Written examination (120 mins): 40 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	Seminars	
Teaching content	<ul style="list-style-type: none"> • Daily routines and everyday general and workplace activities • Travel: the weather, seasons and months; modes of transport, items of clothing and colours • Housing: apartments, residential areas and furniture; housing advertisements and house rules • Encounters and events: greetings and invitations; parts of the body and diseases, advice on health; easy news broadcasts 	
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	Knowledge of Level A1.1 German, established in the placement test or following the successful completion of the German A1.1 module	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Anne Buscha, Szilvia Szita: Begegnungen A1+, Integriertes Kurs- und Arbeitsbuch, Schubert Verlag, Leipzig 2007, Kapitel 5-8	

Specialisation Modules

Labour Law and Social Law [60100]		
Examination: [60109] Labour Law and Social Law	Course No: B91101, B91201, B91301, B91401	ECTS credits: 12
Recommended classification: 5 th / 6 th /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	Students <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	<ul style="list-style-type: none"> • Written examination (90 mins): 75 % of module grade • Seminar paper: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • Social law (including insurance/care/company pension schemes/data protection) 	
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	None	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
Recommended reading	Senne: Arbeitsrecht, 9. Auflage 2014 Dütz: Grundrisse des Arbeitsrechts, 19. Auflage, 2014	

Operational Tax Theory I [60200]		
Examination: [60209] Operational Tax Theory I	Course No: B93A01, B93B01, B93C01, B93D01	ECTS credits: 12
Recommended classification: 5 th / 6 th /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</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	<ul style="list-style-type: none"> Written examination (120 mins) 	
Teaching format	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	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 120 CP.	
Recommended reading	Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially:	

	<p>Ax, R./ Große, T./ Melchior, J.: Abgabenordnung und Finanzgerichtsordnung, aktuelle Auflage, Stuttgart</p> <p>Birk, D.: Steuerrecht, aktuelle Auflage, Heidelberg</p> <p>Endriss u.a.: Steuerkompendium, Band 1, Ertragsteuern, aktuelle Auflage</p> <p>Grefe: Unternehmenssteuern, aktuelle Auflage</p> <p>Hoffmann: Einführung in die Körperschaftsteuer, aktuelle Auflage</p> <p>Lammerding: Abgabenordnung FGO, aktuelle Auflage, Achim</p> <p>Niehus/ Wilke: Besteuerung der Personengesellschaften, aktuelle Auflage</p> <p>Niehus/ Wilke: Besteuerung der Kapitalgesellschaften, aktuelle Auflage</p> <p>Preißler u.a.: Unternehmenssteuerrecht und Steuerbilanzrecht, aktuelle Auflage</p> <p>Reichert: Lehrbuch der Gewerbesteuer, aktuelle Auflage</p> <p>Tipke, K./ Lang, J., Steuerrecht, aktuelle Auflage, Köln</p>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Operational Tax Theory II [60300]		
Examination: [60309] Operational Tax Theory II	Course No: B93101, B93201, B93301, B93402	ECTS credits: 12
Recommended classification: 5 th / 6 th /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. Herbert Melcher, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer		
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"> • 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:	90 h 270 h 360 h
Requirements with regard to content	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	None	
Recommended reading	Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially: Tipke/ Lang: Steuerrecht, aktuelle Aufl., Dr. Otto Schmidt, Köln Bornhofen: Buchführung 1 + 2, aktuelle Aufl., Gabler, Wiesbaden Bornhofen: Steuerlehre 1 (Umsatzsteuer), akt. Aufl., Gabler, Wiesbaden Brähler: Internationales Steuerrecht, akt. Aufl., Gabler, Wiesbaden Halaczinsky: Schenken, Erben, Steuern, Stotax, akt. Aufl., Bonn	

Business Information Systems [60400]		
Examination: [60409] Business Information Systems	Course No: B96501, B96601, B96701, B96801	ECTS credits: 12
Recommended classification: 5 th / 6 th /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. Jürgen Nonhoff, Prof. Dr. Norman Lahme-Hütig		
Learning Outcomes	Students <ul style="list-style-type: none"> familiarise themselves with operational, transactional, analytical (standard) software systems and web-based software systems, are able to explain basic architectures of web applications, are able to use basic technologies of the web, are able to model and use databases. 	
Type and length of examination	<ul style="list-style-type: none"> Written Examination 	
Teaching format	<ul style="list-style-type: none"> 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	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, web-based services, technologies and systems are addressed in this module. a. Enterprise resource planning (ERP) systems, contact time: 2 hrs/wk per semester b. Web development, contact time: 4 hrs/wk per semester c. Database systems, contact time: 2 hrs/wk per semester	
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	None	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
Recommended reading	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme	

Controlling [60500]		
Examination: [60509] Controlling	Course No: B98501, B98601, B98701, B98801-B98803	ECTS credits: 12
Recommended classification: 5 th / 6 th /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. Martin Schreiber, Prof. Dr. Klaus Schulte, Prof. Dr. Jobst Thalenhorst		
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</p> <ul style="list-style-type: none"> • understand the main controlling instruments and be able to apply them in a targeted manner, • should be proficient in dealing with special controlling problems that are previously unknown to them, • are 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"> • Seminars • case-studies • seminars 	
Teaching content	<ol style="list-style-type: none"> 1. 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 2. Operational Planning (lecture) <ul style="list-style-type: none"> • Organisation of the planning process • Divisional planning • Cross-divisional planning • Profit planning 3. Strategic Controlling (lecture) <ul style="list-style-type: none"> • Shareholder value • Strategic planning • Strategic controlling instruments 4. 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:	90 h 270 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 120 CP.
Recommended reading	<p>Weber, Jürgen/ Schäffer, Utz: Einführung in das Controlling, aktuelle Auflage, Stuttgart, Schäffer-Poeschel</p> <p>Horváth, Péter: Das Controlling-Konzept. Der Weg zu einem wirkungsvollen Controllingsystem, aktuelle Auflage, München, dtv</p> <p>Horváth, Péter: Controlling, aktuelle Auflage, München, Vahlen</p> <p>Baum, H.-G./ Coenenberg, A.G./ Günther, T.: Strategisches Controlling, Stuttgart, aktuelle Auflage</p>

Corporate Finance [60600]		
Examination: [60609] Corporate Finance	Course No: B94501, B94601, B94701, B94801	ECTS credits: 12
Recommended classification: 5 th / 6 th /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. Juliane Wolf, Prof. Dr. Ulrich Balz, Prof. Dr. Christian Tallau, Oliver Beckmann, M.Sc.		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to 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, • are able to determine capital costs from capital market data, taking into account leverage effects, • are able to apply business valuation methods (net value, entity and multiples methods) to pre-structured circumstances, • are able to use financial instruments and surrogates depending on different financing situations, taking into account investors' and borrowers' interests. 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (90 mins): 75 % of module grade • Seminar performance: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • 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:	90 h 270 h 360 h
Requirements with regard to content	Advanced Module Financial foundations of business management	
Formal requirements	None	
Recommended reading	Hull: Optionen, Futures und andere Derivate, 8. Aufl., Pearson Studium, 2012 (oder neuere Auflage) Beike/ Schlütz: Finanznachrichten lesen – verstehen – nutzen: Ein Wegweiser durch Kursnotierungen und Marktberichte, Schäfer-Poeschel, 5. Aufl., 2010 (oder neuere Auflage) Ernst/ Schneider/ Thielen: Unternehmensbewertungen erstellen und verstehen, 5. Auflage, München 2012 (oder neuere Auflage) Peemöller, Volker (Hrsg): Paxishandbuch der Unternehmensbewertung, 7. Auflage, Herne 2019 (oder 6. Auflage)	

	<p>P</p> <p>Portisch, Wolfgang: Finanzierung im Lebenszyklus, München 2008 (oder neuere Auflage)</p> <p>Zantow/ Roger: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, 3. Auflage, München 2011 (oder neuere Auflage)</p>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Strategies of Success on International Markets [60700]		
Examination: [60709] Strategies of Success on International Markets	Course No: B9V101, V9V101T, B9V201, B9V301, B9V401	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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 B9V101 via LSF from 1 to 30 September (winter semester) or from 1 to 28 February (summer semester). 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. Klaus Kobold, Prof. Dr. Jürgen Reckwerth		
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</p> <ul style="list-style-type: none"> • should 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 • are able to recognise relationships between the international corporate strategy and the operational implementation in divisions • are able to 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"> • 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 	

	<ul style="list-style-type: none"> • 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:	90 h 270 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 120 CP.	
Recommended reading	See lecture materials	

External Accounting [60800]		
Examination: [60809] External Accounting	Course No: B98101, B98201, B98301, B98401, B98402	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Holger Pooten	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Holger Pooten, Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz		
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</p> <ul style="list-style-type: none"> • should 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, • should learn the methods for dealing with special accounting problems that are unknown to them, • should be familiar with the key standards of group accounting, • should be able to assess the economic situation of a company on the basis of a specific business report that is unknown to them and • should be able to present technical problems and the solutions developed accordingly (in writing and orally). 	
Type and length of examination	<p>Written examination (90 mins): 75 % of module grade Presentation or seminar paper: 25 % of module grade</p>	
Teaching format	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 <p>Annual financial statements and financial statement analysis</p> <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:	90 h 270 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 120 CP.	
Recommended reading	Baetge/ Kirsch/ Thiele: Konzernbilanzen, neueste Auflage Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage Küting/ Weber: Die Bilanzanalyse, neueste Auflage Pellens/ Fülbier/ Gassen/ Sellhorn: Internationale Rechnungslegung, neueste Auflage	

Functional Human Resource Management [60900]		
Examination: [60909] Functional Human Resources Management	Course No: B97501, B97601, B97701, B97801	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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 <ul style="list-style-type: none"> • are able to assess the strategic significance of professional acquisition management and evaluate, apply and independently devise personnel selection and personnel marketing instruments and methods, • are able to analyse and shape incentive schemes in a targeted manner, • are able to explain the significance and design variants of personnel controlling, • are able to apply and assess personnel controlling tools, • are able to flesh out, apply and assess methods of empirical social research related to human resource issues. 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (60 mins):25 % of module examination • Project: 50 % of module examination • Assignments: 25 % of module examination 	
Teaching format	<ul style="list-style-type: none"> • 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:	90 h 270 h 360 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Literature will be provided during the course	

Leadership and Change [61000]		
Examination: [61009] Leadership and Change	Course No: B97101, B97201, B97301, B97401	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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 <ul style="list-style-type: none"> • should know the key scientific findings on cause-effect relationships in human resources management and change management, • should be able to apply these findings to practical scenarios both analytically and in practical simulations, • should 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, • should 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:	90 h 270 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 120 CP.	
Recommended reading	Literature will be provided during the course	

International Marketing [61100]		
Examination: [61109] International Marketing	Course No: B95E01	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Thomas Baaken	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Thomas Baaken, Prof. Dr. Olaf Arlinghaus, Prof. Dr. Thorsten Kliewe, Neele Petzold MA, Sue Rossano Rivero MA		
Learning Outcomes	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. After successfully completing this course, Students <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	Written examination (60 mins): 33,3 % of module grade Seminar paper and presentation: 33,3 % of module grade Presentation and project work: 33,3 % 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	Content: <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 • 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 	

	Methods trained on cases: <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:	90 h 270 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
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. International Marketing Review, 28(2), 150-162.</p> <p>Isayeva, A. (2014). Ethics in International Marketing. International Journal of Economic Practices and Theories, 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. Journal of International Marketing, 23(4), 1-21.</p> <p>Schweitzer, S. (2015). Access to Asia: Your Multicultural Guide to Building Trust, Inspiring Respect, and Creating Long-lasting Business Relationships. John Wiley & Sons.</p> <p>Usunier, J. C., Lee, J. A., & Lee, J. A. (2013). Marketing across cultures. 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. Journal of International Marketing, 20(1), 58-73.</p>	

Operational Marketing [61200]		
Examination: [61209] Operational Marketing	Course No: B95101, B95201, B95301, B95401	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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. Roland Multhaup, Prof. Dr. Bert Kiel		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to 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, • are able to 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, • are able to discuss basic decisions and concepts of brand management, • are able to define objectives, strategies and measures of communication policy, and reflect on them in planning, implementation and control with regard to practical cases, • are able to 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	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:	90 h 270 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 120 CP.
Recommended reading	<p>Meffert/ Burmann/ Kirchgeorg: ‚Marketing‘, 10.Auflage, 2008</p> <p>Diller, Hermann: ‚Preispolitik‘, 4.Auflage, 2008</p> <p>Prof. Dr. Bruhn, Manfred: ‚Kommunikationspolitik‘</p> <p>Prof. Dr. Pepels, Werner: ‚Kommunikations- und Identitätspolitik‘</p> <p>Prof. Dr. Pepels, Werner (Hrsg.): ‚Distribution und Verkaufspolitik‘</p>

Organisation and information management [61300]		
Examination [61309] Organisation and information management	LCourse-Nr.: B96101, B96201, B96301, B96401	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th 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	The students can <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. • use process modeling techniques (BPMN) and current IT tools (Signavio), • explain and apply selected tools for Quality, Innovation and Project management, • 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 mins): 50 % of module grade • Case study presentation: 25 % of module grade • Seminar thesis: 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"> • Corporate Organisation and Innovation Management • Process Standardisation and Supporting IT-Systems • Quality Management & Tools for Organisational and Information Management • Advanced Business Process Modelling 	
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 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	Grant, R. M./ Jordan, J. (2012): Foundations of strategy, Chichester 2012 Dumas, M./ La Rosa, M./ Mendling, J./ Reijers, H. (2018): Fundamentals of Business Process Management, Heidelberg Andler, N. (2011): Tools for Project Management, Workshops and Consulting, Erlangen 2011	

Potential-oriented Human Resource Management [61400]		
Examination: [61409] Potential-oriented Human Resources Management	Course No: B97001, B97901	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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	Students <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"> • 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:	90 h 270 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
Recommended reading	Literature will be provided during the course	

Project Course Organisation and Business Informatics [61500]		
Examination: [61509] Project Course Organisation and Business Informatics	Course No: B96001, B96002	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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, Benno Behr, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff, Prof. Dr. Franz Vallee, Dr. Therese Kirsch		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to 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, are able to develop analyses and concepts in the form of workshops together with company employees and to propose the results to executives in a convincing manner, are able to 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 module grade Kick-off presentation: 10 % of module grade Interim presentation: 20 % of module grade Commented final presentation: 30 % of module grade Oral examination: 20 % of 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	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.	
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	Participation in the course on "Meeting Management" in the partial module SK III/ SK Occupation-Specific Skills	
Formal requirements	Requirements for admission to the module examination: at least 120 CP. Successful completion of the advanced module "Foundations of Process Management and ERP Systems" or the advanced module "Logistics"	
Recommended reading	Doppler, K./ Lauterburg, C.: Change Management – Den Unternehmenswandel gestalten, 12. Auflage, Frankfurt 2008 Jenny, B.: Projektmanagement: Das Wissen für eine erfolgreiche Karriere, 3. Auflage, Zürich 2009	

Quantitative Methods II [61600]		
Examination: [61609] Quantitative Methods II	Course No: B99501, B99C01, B99E01, B99701	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Michael Bucker	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Michael Bucker, Prof. Dr. Reiner Kurzhals		
Learning Outcomes	Students <ul style="list-style-type: none"> • should be able to independently implement market research and data mining projects in professional practice and responsibly in a team, • should be able to apply data mining methods to suit the problem, • should be able to classify the term 'big data' and its associated economic and social significance, • should 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, • should gain an understanding of applying risk management software. 	
Type and length of examination	Project: 25 % of module grade Term paper, case studies: 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:	90 h 270 h 360 h
Requirements with regard to content	<ul style="list-style-type: none"> • SPSS • QM I recommended 	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
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, 2014 Backhaus, K. u.a.: Multivariate Analysemethoden, 13. Auflage, Springer Verlag, Berlin 2010	

Quantitative Methods III [61700]		
Examination: [61709] Quantitative Methods III	Course No: B99701, B99F01, B99B01, B99G01	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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. Anja Stumpf, Prof. Dr. Michael Bücken, Prof. Dr. Frank Dellmann, Prof. Dr. Christiane Fühner, Prof. Dr. Reiner Kurzhals		
Learning Outcomes	Students <ul style="list-style-type: none"> are able to 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, are able to prepare rational decisions for resolving practical economic problems using methods related to decision theory, are able to 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	Combination of case studies: 50% of module grade Lecture: 25% of module grade Seminar paper: 25% of 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 business mathematics, statistics and quantitative methods would be beneficial	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
Recommended reading	Zimmermann, H.-J.: Operations Research, 2. Aufl., Vieweg, 2008 Bamberg, G./ A.G. Coenenberg: Betriebswirtschaftliche Entscheidungslehre. Vahlen, 14. Aufl. 2008 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, 2008 User Guide Crystal-Ball von Oracle	

Strategic Marketing [61800]		
Examination: [61809] Strategic Marketing	Course No: B95602	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: English or German
Module Leader: Prof. Dr. Ralf Schengber	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. habil. Carmen-Maria Albrecht, Prof. Dr. habil. Thomas Baaken, Prof. Dr. Thorsten Kliewe, Lina Landinez MSc, Sue Rossano Rivero MA, Balzhan Orazbayeva MA		
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 <p>* 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.</p> <p>http://scholar.google.de/scholar?hl=de&q=baaken+kliewe+&btnG=&lr</p>	
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 	

	<ul style="list-style-type: none"> • 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:	90 h 270 h 360 h
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 120 CP.	
Recommended reading	<p>Cravens, D. W., & Piercy, N. (2006). Strategic marketing (Vol. 7). New York: McGraw-Hill.</p> <p>Grönroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. Management decision, 32(2), 4-20.</p> <p>Hollensen, S., & Opresnik, M. O. (2015). Marketing: A relationship perspective. Vahlen. READER</p> <p>Maciariello, J. (2009). Marketing and innovation in the Drucker Management System. Journal of the Academy of Marketing Science, 37(1), 35-43.</p> <p>McDonald, M. (1996). Strategic marketing planning: theory, practice and research agendas. Journal of Marketing Management, 12(1-3), 4-27.</p> <p>Meffert, H. (2013). Marketing-Management: Analyse—Strategie—Implementierung. Springer-Verlag.</p> <p>Ravald, A., & Grönroos, C. (1996). The value concept and relationship marketing. European journal of marketing, 30(2), 19-30.</p> <p>Stone, M., Woodcock, N., & Wilson, M. (1996). Managing the change from marketing planning to customer relationship management. Long Range Planning, 29(5), 675-683.</p> <p>Wilson, R. M., & Gilligan, C. (2012). Strategic marketing management. Routledge.</p>	

Supply Chain Management [61900]		
Examination: [61909] Supply Chain Management	Course No: B96A01, B96B01, B96C01, B96D01	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German and 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, Prof. Dr. Marcus Laumann		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to explain influencing factors concerning the development of value creation networks, and explain, classify and apply instruments for managing value creation networks, • are capable of analysing, comparing, assessing and optimising, in particular, international value creation networks at different levels using selected tools, • know the IT systems relevant for procurement, and are capable of explaining their intended use, • are able to analyse and criticise strategic and operational procurement processes, and design the IT-based optimisation of these processes, • are able to structure and model logistically relevant problems of manufacturing firms independently on the basis of case studies, and resolve them using optimising methods and heuristic algorithms. 	
Type and length of examination	<p>Written examination (90 mins): 75 % of module grade</p> <p>Presentation of case studies: 25 % of module grade</p>	
Teaching format	<ul style="list-style-type: none"> • Seminars • Case study work • Presentation of case studies • Practical exercises on an SRM system • Guest lectures 	
Teaching content	<ul style="list-style-type: none"> • Managing value networks • International value chain management • Supplier relationship management • Production planning and control 	
Workload	<p>Face-to-face instruction: 8 hrs/wk per semester:</p> <p>Preparatory and follow-up work by student:</p> <p>Total:</p>	<p>90 h</p> <p>270 h</p> <p>360 h</p>
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 120 CP.	
Recommended reading	<p>Bach, N./ Brehm, C./ Buchholz, W./ Petry, T. (2012): Wertschöpfungs-orientierte Organisation, Wiesbaden 2012</p> <p>Gong, Y. (2013): Global Operations Strategy – Fundamentals and Practice</p> <p>Dumas, M./ La Rosa, M./ Mendling, J./Reijers, H. (2013): Fundamentals of Business Process Management, Heidelberg 2013</p> <p>Appelfeller, W./ Buchholz, W. (2011): Supplier Relationship Management – Strategie, Organisation und IT des modernen</p>	

	Beschaffungsmanagement, 2. Auflage, Wiesbaden 2011 Günther, H.-O./ Tempelmeier, H. (2012): Produktion und Logistik, 9. Auflage, Berlin u.a. 2012
--	-----------------------------------------------------------------------------------------------------------------------------------------------------

Auditing [62000]		
Examination: [62009] Auditing	Course No: B93501, B93601, B93701, B93801	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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. Olaf Tanto, Prof. Dr. 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"> • 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:	90 h 270 h 360 h
Requirements with regard to content	None	
Formal requirements	None	
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	

Business Law III [62100]		
Examination: [62109] Business Law III	Course No: 513201, B91601, B91701	ECTS credits: 12
Recommended classification: 5 th / 6 th / 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	Students <ul style="list-style-type: none"> • should gain sound, practically applicable legal knowledge in selected areas and be able to use it suitably for business practice, • should be able to grasp and assess law as an instrument for settling social and economic problems, • should gain confidence in using legal working techniques and should be able to apply these techniques with confidence, • should learn how to deal with judgements, legal literature and electronic databases, and use these sources in the relevant context, • should 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"> • 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:	90 h 270 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 120 CP.	
Recommended reading	Berens/ Engel (Hrsg.): Wichtige Wirtschaftsgesetze für Bachelor/ Master Band 1, current edition	

Sustainability and Ethics in Society and Economy [62200]		
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. Bert Kiel, Dr. Therese Kirsch, Prof. Dr. Nina V. Michaelis, Cathrin Ruppe (M.A)		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • discuss questions and intermittent conflicts that are superordinate to the business management process in a structured and differentiated way. • discuss and reflect on economic decision-making processes based on ethical principles. • discuss and apply CSR tools - also in the field of social marketing - and communicate the results comprehensibly and convincingly. • explain the special marketing challenges of governments, nonprofit organizations, and engaged citizens in influencing socially desirable behavior. • establish or expand knowledge in the area of academic research as well as scientific work through the accompanied creation of home or project work. • work as a team on the conception or implementation of CSR measures and social marketing campaigns in a constructive way. 	
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: Total:	120 h 240 h 360 h
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 120 CP.	
Recommended reading	Literature will be provided during the course	

International New Ventures [63000]		
Examination: 1.0364.0	Course No:	ECTS credits: 12
Recommended classification: 5 th /6 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Michael Wasserman, PhD	Module frequency: [0]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann, Prof. Michael Wasserman, PhD		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> Analyse and develop a financial plan for new ventures based on strategic entry into international markets, with an emphasis on emerging markets Apply business valuation methods to new ventures and analyse financing needs and opportunities in an international context Evaluate and learn from events where the new venture process is both successful and unsuccessful Analyse and overcome challenges (market entry mode, intellectual property rights, negotiating, marketing, production, HR management and CSR) for new businesses in emerging markets Apply their knowledge of concepts from finance, start-up/innovation processes and emergent market (risk) using case study analysis 	
Type and length of examination	Presentation (30 minutes): 25% of module grade Assignment/seminar paper: 50% of module grade Written exam (1 hour): 25% of module grade	
Teaching format	Teaching in the form of lectures and seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	<ul style="list-style-type: none"> Business plans and financial needs of new ventures Business valuation models for new ventures in an international context New venture processes for start-ups and corporates Specific challenges for new ventures in emerging markets (including intellectual property protection in emerging markets) 	
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	None	
Formal requirements	Students need to have taken at least one of the following intermediate modules: International management, Entrepreneurship, or Finance	
Recommended reading	Chokhani, R. (2017). Challenges and opportunities for Indian start-ups; Key points to note. <i>Financial Express</i> . https://www.financialexpress.com/industry/challenges-and-opportunities-for-indian-start-ups-key-points-to-note/524728/Befus, D., & Grosse, R. (2017). Sustainable Finance for Small and Medium-Sized Enterprises in an Emerging Market (2 Bridges for Economic Growth in Honduras). Harvard Business School Case Study. Ferreira, J., & Ferreira, J. (2018). Challenges and Opportunities of New Retail Horizons in Emerging Markets: The Case of a Rising Coffee Culture in China . Harvard Business School Case Study.	

	<p>James, M., & Koller, T.M. (2000). Valuation in emerging markets. <i>McKinsey Quarterly</i>, 78-85.</p> <p>Martinez, A., & Whitaker, J. (2018, Feb). 3 Emerging Market Risks Companies Should Watch for in 2018, <i>Harvard Business Review</i>.</p> <p>Brealy, Myers, Allen. Principles of Corporate Finance, latest edition.</p> <p>Koller, T., Goedhart, M., Wessels, D. Valuation, selected chapters.</p> <p>Roggi, O., Giannozzi, A., & Baglioni, T. (2016). Firm valuation in emerging markets and the exposure to country risk. <i>Global Journal of Management and Business Research</i>, 16(1) 1-19.</p> <p>Shu, E. (2017) Emergent strategy in an entrepreneurial firm: the case of Lenovo in its formative years, <i>International Journal of Emerging Markets</i>, 12(3), 625-636.</p> <p>Tian, X. (2016): Managing International Business in China.</p> <p>Parboteeah, K.P. & Cullen, J.C. (2017): International Business: Perspectives from developed and emerging markets.</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Internship [99900]		
Examination: [99900] Internship	Course No:	ECTS credits: 30
Recommended classification: 5th/ 6th semester	Compulsory mark: [PF]	Language of instruction: German or English or Spanish (during placement German, English, Spanish, French)
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann		
Qualification objectives	Students are able to <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	Work placement report: 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	None	
Recommended reading	None	

Bachelor's thesis - short [99930]		
Examination: [99930] Bachelor's thesis - short	Course No: -	ECTS credits: 6
Recommended classification: 6 th / 7 th semester	Compulsory mark: [PF]	Language of instruction: German or English or Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register: It is essential to register via form. Form should be downloaded the exams office website.
Student support: Full-time teachers of the faculty		
Qualification objectives	Thesis should be literature-based. Students <ul style="list-style-type: none"> • understand business or economic issues independently, • are able to structure those issues consistently, • are able to put them into context, • are able to sort economic literature and check it with reference to its relevance and applicability, • are able to develop a consistent structure, • are able to resolve the issue in a differentiated and justified way, using the identified methods. 	
Type and length of examination	The written thesis is assessed.	
Teaching format	Written thesis	
Teaching content	<ul style="list-style-type: none"> • Students exercise an independent solution of a defined issue. • They learn how to resolve the issue developing a justified and decision-based approach. • 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 180 h 180 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 120 credit points from module examinations in accordance with § 5 BB PO 2016	
Recommended reading	None	

Bachelor's thesis - long [99930]		
Examination: [99930] Bachelor's thesis - long	Course No: -	ECTS credits: 12
Recommended classification: 6th/ 7th semester	Compulsory mark: [PF]	Language of instruction: German or English or Spanish
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register: It is essential to register via form. Form should be downloaded the exams office website.
Student support: Full-time teachers of the faculty		
Qualification objectives	<p>The thesis should be application-oriented.</p> <p>Students</p> <ul style="list-style-type: none"> • understand application-oriented business or economic issues, • are able to structure those issues consistently, • are able to put them into context, • are able to sort economic literature and identify convenient economical methods to resolve the issue, • are able to develop a consistent structure, • are able to resolve the issue in a differentiated way, using the identified methods. <p>The main topic of the thesis can be the independent resolution of a scientific issue, if a convenient application-oriented issue is lacking or the student must meet the standard period of study or the student must write a thesis with 12 ECTS points due to an agreement with the partner universities.</p>	
Type and length of examination	The written thesis is assessed.	
Teaching format	Written thesis	
Teaching content	<ul style="list-style-type: none"> • Students exercise an independent solution of a defined issue. • They learn how to resolve the application-oriented and complex issue developing a justified and decision-based approach. • 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 120 credit points from module examinations in accordance with § 5 BB PO 2016	
Recommended reading	None	