

Module Handbook

MBA:
Master of Business Administration
International Business (MBA IB)

90 ECTS

Online

as of WS 2018/19

(Preliminary Version. Subject to change without notice.)

This module handbook contains information about the topical issues and the organisation of the Master Program “International Business” (90 ECTS).

In particular it contains:

- **Administrative facts:**
 - module-/course number
 - module-/course titles
 - duration of modules/courses
 - ECTS-credits
 - Module coordinator

- **Academic approaches:**
 - type of lecture
 - prerequisites, topical links to other modules
 - language of instruction
 - course objectives
 - course content, course literature, instructional methods

- **Student affairs:**
 - course outcomes
 - workload structured by contact hours and individual studies

- **Examination issues:**
 - number and type of assessments
 - requirements for participation in final assessments
 - modular weightings within the final master mark

As the study programme strives to teach students general management and leadership topics in an international context as well as train key qualifications required in management positions in international enterprises, the module handbook also includes links to other study programmes and / or academic disciplines.

The complete module handbook is published in CARE and available for download to all students and faculty. Continuous updates are not intended each semester but will be implemented directly if required.

The MBA Programme “Master of Business Administration International Business” has been reviewed by the *Foundation for International Business Administration Accreditation* (FIBAA) and is formally accredited by the *Akkreditierungsrat*.

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Module DLMBLSE

Leadership

5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Leadership	
Module No.: DLMBLSE	Semester / Term: 1 st semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none">▪ Leadership (DLMBLSE01)		Workload: Self-study: 90 h Self-examination: 30h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to other Programs: <ul style="list-style-type: none">▪ Master General Management (GM-120)▪ Master International Management (MIM-120)▪ MBA International Business (IB-60)		References to Other Modules in the Program: <ul style="list-style-type: none">▪ Managing in a Global Economy▪ Strategic Management

Qualification and Educational Objectives of the Module:

On successful completion, students will be able to:

- Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

Learning Content of the Module:

- Foundations of professional leadership
- Leadership and motivation in the corporation
- Leadership and corporate culture
- Leadership and change management

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS =
5.56%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

DLMBLSE01:

Exam, 90 minutes
(100%)

Course No.: DLMBLSE01	Course Title: Leadership	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>In today’s knowledge-based society, employees are a firm’s most valuable resource. A key responsibility of leadership is to develop the knowledge, expertise, and skills of employees. Good leadership is crucial for the continued success of a firm in the face of increasingly competitive markets.</p> <p>This course presents the necessary competencies of the leader in a modern, knowledge-based organization. Central questions raised by modern leadership theory are presented and discussed. In doing so, the course focuses on requirements and instruments of professional leadership, aspects of situational leadership, and leadership communication and interactions, both in the context of strategic management and change processes.</p> <p>The methodological and conceptual foundations of leadership are presented to students, along with empirical examples and best-practice principles, with the intent for students to master the challenges of enhancing the firm’s most valuable asset—its employees—via professional and contemporary leadership practices.</p>		
<p>Course Objectives and Outcome:</p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders. ▪ Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading. ▪ As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees. ▪ Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion. 		

- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1 An Overview of Leadership

- 1.1 Leadership and Personality: Trait Theories
- 1.2 Leadership as a Skill: Attribute and Behavior Theories
- 1.3 Positive Reinforcement: Behavioral Theories
- 1.4 Leadership Dependent on the Situation: Situational Approaches
- 1.5 Situational and Contingency Theories
- 1.6 Theory of Functional Leadership Behavior
- 1.7 Integrated Psychological Theory
- 1.8 Transactional and Transformative Leadership
- 1.9 Leadership as an Emotionally Charged Process
- 1.10 Neo-Emergent Theory

2 Leadership as a Social Role

- 2.1 Roles and Groups
- 2.2 Role Types
- 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
- 2.4 The Individual and The Group – Conforming and Deviating Behavior
- 2.5 The Problems of Formalized Role Understanding and Self-Concept

3 Leadership from the Employee's Perspective

- 3.1 General Expectations for Managers
- 3.2 Truthfulness and Authenticity
- 3.3 Handling Conflicts Competently
- 3.4 Conflicts in Groups
- 3.5 Conflict Resolution Pattern According to Matzat
- 3.6 Enthusiasm
- 3.7 Ability to Cope with Pressure
- 3.8 Assertiveness
- 3.9 Empathy
- 3.10 Expertise

4 Leadership from the Manager's Perspective

- 4.1 Self-Concept as a Manager
- 4.2 Locomotion and Cohesion
- 4.3 Individual Problems and Learning Dimensions of Management Behavior
- 4.4 The Concept of Human Nature and Its Influence on Management Behavior: Theories from Maslow, McGregor, and Herzberg
- 4.5 Ambiguity Tolerance

5 Management Tools

- 5.1 Management Tools - Definition
- 5.2 Organizational Management Tools
- 5.3 Personnel Management Tools

6 Managerial Functions

- 6.1 Responsibilities of a Manager
- 6.2 Communication
- 6.3 Foundations of Interpersonal Communication
- 6.4 Planning
- 6.5 Setting Objectives
- 6.6 Delegating
- 6.7 Controlling
- 6.8 Creating a Feedback Culture

7 Organizational Change

- 7.1 Knowledge
- 7.2 Cultural Value Change and Subjectification
- 7.3 Globalization
- 7.4 Technological Progress
- 7.5 Change Management – Leadership in Times of Change

8 Successful Employee Management

- 8.1 Measuring Leadership Style and Leadership Behavior
- 8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)
- 8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria
- 8.4 Validation of Leadership Success Using Situational Factors
- 8.5 Leadership Principles Guiding Leadership Behavior

Literature:		
<ul style="list-style-type: none"> ▪ Bloisi, W. C., Cook, C., & Hunsaker, C. W. (2006). <i>Management and organisational behaviour</i>. McGraw-Hill Education. ▪ Burnes, B. (2009). <i>Managing change</i> (5th ed.). Harlow: Prentice Hall. ▪ Coleman, P. T., Deutsch, M., Marcus, E. C. (2014). <i>The handbook of conflict resolution</i> (3rd ed.). San Francisco: Jossey-Bass. ▪ Conger, J. A., & Riggio, R. E. (2006). <i>The practice of leadership: Developing the next generation of leaders</i>. Hoboken, NJ: John Wiley. ▪ Hannum, K., Martineau, J. W., & Reinelt, C. (Eds.). (2006). <i>The handbook of leadership development evaluation</i>. San Francisco: Jossey-Bass. Harvard Business Essentials. ▪ (2007). <i>Managers toolkits: The 13 skills managers need to succeed</i>. Boston: Harvard Business School Press. ▪ Kotter, J. (2002). <i>The heart of change</i>. Boston: Harvard Business School Press. ▪ Peters, T. (2005). <i>Leadership: Tom Peter's essentials</i>. New York, NY: DK Publishing. ▪ Thompson, L. (2013). <i>Making the team</i> (5th ed.). Harlow: Pearson. ▪ Ury, B., Brett, J. M., & Goldberg, S. B. (1993). <i>Getting disputes resolved: Designing systems to cut the costs of conflict</i>. San Francisco: Jossey-Bass. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass) ▪ Course evaluation 	<input type="checkbox"/> <input type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 Self-testing: 30 Tutorials: 30	

Module DLMBIE
Innovation and Entrepreneurship
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Innovation and Entrepreneurship	
Module No.: DLMBIE	Semester / Term: 1 st semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Innovation and Entrepreneurship (DLMBIE01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (IUBH DL) ▪ Master International Management (IUBH SoBaM) ▪ MBA International Business (IUBH SoBaM) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Leadership ▪ Strategic Management ▪ Change Management

Qualification and Educational Objectives of the Module:

On successful completion, students will be able to:

- Describe the foundations, importance, and dimensions of entrepreneurship and entrepreneurial activities and derivatives of entrepreneurship such as interpreneurship, corporate entrepreneurship, owner/manager relations and small/family businesses.
- Analyze the opportunities and challenges associated with establishing a new venture and evaluate new business ventures using empirical criteria.
- Differentiate between different motivations for business formation and develop specific objectives for new business ventures.
- Develop a business model that includes specific measures to facilitate the sustainable growth of the new venture.
- Recognize the legal designs available to formalize business formation and select the most appropriate design relative to the needs of the business.
- Assess available financial sources to fund business/innovation activities and select the most appropriate capital/debt structure for the short- and medium-term.
- Outline the role of various stakeholders and effectively manage relations with stakeholders with a vested interest in the innovation.
- Construct a rigorous business plan that can be used as a strategic planning tool and utilized to secure necessary financial backing.
- Enable students to adopt an “entrepreneurial mindset” to guide them in a variety of contexts in their professional lives.

Learning Content of the Module:

- Innovation and entrepreneurship in a globalized economy
- Fundamentals of entrepreneurship
- Innovation and product development
- Innovation, adoption, and diffusion
- Applied innovation

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS =
5.56%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

DLMBIE01:

Exam, 90 minutes
(100 %)

Course No.: DLMBIE01	Course Title: Innovation and Entrepreneurship	Hours Total: 150
		Credit Points: 5
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>Innovations and entrepreneurial activities are the foundation of and driving forces behind our economy. Taking a look at the economic development of countries, it seems that innovation and entrepreneurship are critical at every stage of the economic development cycle. In developing economies, small enterprises start to institutionalize economic systems, and create supply, demand, and, eventually, markets; they are the seed for economic growth and prosperity. In developed economies, entrepreneurship and innovations are key drivers of competition, competitiveness, and survival in globalized economies and markets. This module exposes students to the ideas, drivers, and motives behind entrepreneurship as well as introduces them to the practical aspects of identifying, assessing, and progressing innovation.</p>		
<p>Course Objectives and Outcome:</p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Describe the foundations, importance, and dimensions of entrepreneurship and entrepreneurial activities and derivatives of entrepreneurship such as interpreneurship, corporate entrepreneurship, owner/manager relations and small/family businesses. ▪ Analyze the opportunities and challenges associated with establishing a new venture and evaluate new business ventures using empirical criteria. ▪ Differentiate between different motivations for business formation and develop specific objectives for new business ventures. ▪ Develop a business model that includes specific measures to facilitate the sustainable growth of the new venture. ▪ Recognize the legal designs available to formalize business formation and select the most appropriate design relative to the needs of the business. ▪ Assess available financial sources to fund business/innovation activities and select the most appropriate capital/debt structure for the short- and medium-term. 		

- Outline the role of various stakeholders and effectively manage relations with stakeholders with a vested interest in the innovation.
- Construct a rigorous business plan that can be used as a strategic planning tool and utilized to secure necessary financial backing.
- Enable students to adopt an “entrepreneurial mindset” to guide them in a variety of contexts in their professional lives.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Entrepreneurship and Innovation

- 1.1. Entrepreneurship and the Entrepreneur
- 1.2. Innovation
- 1.3. The Relevance of Entrepreneurship and Venturing Activities: The Global Entrepreneurship Monitor (GEM)

2. Company Formation Strategy

- 2.1. Different Contexts for Forming Business Ventures
- 2.2. Objectives and Motivation for Forming New Business Ventures
- 2.3. Business Model and Strategy
- 2.4. Sustainable Development of the Firm
- 2.5. Your Company Formation Strategy

3. Legal Design and International Comparative Analysis

- 3.1. Main Categories of Legal Designs: An Overview
- 3.2. Basic Features of Different Legal Designs
- 3.3. International Comparison

4. Financing New Business Ventures

- 4.1. Financial Sources and Financing Instruments
- 4.2. Public Business Development Programs
- 4.3. Venture Capital

5. The Business Plan

- 5.1. The Purpose of a Business Plan
- 5.2. Business Plans – Expectations
- 5.3. Contents and Structure of a Business Plan
- 5.4. Guidelines for Preparing a Business Plan

Literature:	
<ul style="list-style-type: none"> ▪ Baringer, B., & Ireland, D. (2012). <i>Entrepreneurship: Successfully launching new ventures</i> (4th ed.). Harlow: Pearson. ▪ Bessant, J., & Tidd, J. (2011). <i>Innovation and entrepreneurship</i> (2nd ed.). Chichester: John Wiley & Sons. ▪ Evans, V. (2011). <i>Writing a business plan: How to win backing to start up or grow your business</i>. Harlow: Pearson. ▪ Fleming, L. (2007). Breakthroughs and the “long tail” of innovation. <i>MIT Sloan Management Review</i>, 49(1), 69–74. ▪ Gladwell, M. (2010, January 18). The sure thing: How entrepreneurs really succeed. <i>The New Yorker</i>, 24–30. ▪ Hauschildt, J., & Salomo, S. (2011). <i>Innovationsmanagement</i> (5th ed.). Vahlen: Munich. ▪ Scarborough, N. M. (2012). <i>Essentials of entrepreneurship and small business management</i> (pp. 17–47). Harlow: Pearson 	
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass) <input data-bbox="1337 976 1414 1043" type="checkbox"/> X ▪ Course evaluation <input data-bbox="1337 1099 1414 1167" type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min
Student Workload (in hours): 150	<ul style="list-style-type: none"> Self-study: 90 Self-testing: 30 Tutorials: 30

Module DLMMARE
International Marketing
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	International Marketing	
Module No.: DLMMARE	Semester / Term: 1 st semester	Duration: 1 semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ International Marketing (DLMMARE01) 		Workload: Self-study: 90 h Self-testing: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors in the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration in Clinical Trial Management (CTM-90) ▪ Path to Master 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Sales, Pricing and Brand Management ▪ Consumer Behaviour and Research

Qualification and Educational Objectives of the Module:

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

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Learning Content of the Module:

- Introduction to international marketing
- The international context of corporations
- International marketing strategies
- Features of the marketing-mix specific to the international context
- Trends in international marketing

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS =
5,56%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

DLMMARE01:

Exam, 90 minutes
(100%)

Course No.: DLMMARE01	Course Title: International Marketing	Hours Total: 150
		Credit points: 5
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors in the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services.</p> <p>The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context.</p> <p>The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the “PEST Analysis” (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context.</p> <p>Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.</p>		

Course Objectives and Outcome:

On successful completion of this course, students will be able to:

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Introduction to International Marketing

- 1.1. Issues Related to International Marketing
- 1.2. Environmental Factors in International Market Development
- 1.3. Features of Buying Behavior in International Marketing

2. International Marketing Strategies

- 2.1. Marketing Segmentation and Market Selection
- 2.2. Market Entry Strategy
- 2.3. Market Exit Strategy

3. International Market Research

- 3.1. Qualitative and Quantitative Primary Research
- 3.2. International Survey and Observations

4. International Marketing for Specific Sectors

- 4.1. Industrial Goods Sector
- 4.2. Consumer Goods Sector
- 4.3. Wholesale and Retail Sector
- 4.4. Service Sector

5. International Products

- 5.1. Product Policy
- 5.2. Product Mix and Degree of Standardization
- 5.3. Brand Policy

6. International Pricing and Terms and Sales Policies

- 6.1. Pricing on International Markets
- 6.2. Types of Price Discrimination
- 6.3. Credit and Discount Policy

7. International Promotion

- 7.1. International Promotion
- 7.2. International Promotion Mix
- 7.3. Optimal Standardization

8. International Distribution

- 8.1. Distribution Channels, Intermediaries, and Distribution Schemes
- 8.2. Organizational Forms for International Market Development
- 8.3. Potential for Standardization

9. International Marketing Mix

- 9.1. Home Country Orientation
- 9.2. Global Orientation
- 9.3. Multinational Orientation

Literature:

- Bradley, F. (2005). *International marketing strategy* (5th ed.). Upper Saddle River, NJ: Prentice Hall.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2008). *International marketing* (14th ed.). London: McGraw Hill.
- Czinkota, M. R., & Ronkainen, I. A. (2007). *International marketing* (8th ed.). Mason: Thomson South-Western.
- Hollensen, S. (2010). *Global marketing* (5th ed.). Harlow: Pearson Education.
- Keegan, W. J., & Green, M. C. (2015). *Global marketing: Global edition* (8th ed.). New York, NY: Pearson Higher Education.
- Keller, L. K. (2011). *Strategic brand management: A European perspective* (2nd ed.). Upper Saddle River, NJ: Financial Times Prentice Hall.
- Kotabe, M., & Helsen, K. (2010). *Global marketing management* (5th ed.). New York, NY: Wiley.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2012). *Marketing management* (2nd ed.). Upper Saddle River, NJ: Prentice Hall International.
- Mühlbacher, H., Leih, H., & Dahringer, L. (2006). *International marketing: A global perspective* (3rd ed.). Boston, MA: Cengage Learning EMEA.

Reviews:

- Chandrasekaran, D., & Tellis, G. J. (2008). Global takeoff of new products: Culture, wealth, or vanishing differences? *Marketing Science*, 27(5), 844–860.
- Douglas, S. P., & Craig, C. S. (2011). Convergence and divergence: Developing a semi global marketing strategy. *Journal of International Marketing*, 19(1), 82–101.
- Johnson, J., & Tellis, G. J. (2008). Drivers of success for market entry into China and India. *Journal of Marketing*, 72(3), 1–13
- Levitt, T. (1983). The globalization of markets. *Harvard Business Review*, 61(3), 92–102.
- Powers, T. L. (2010). Adaptation of marketing mix elements in international markets. *Journal of Global Marketing*, 23(1), 65–79.
- Tianjiao, Q. (2014). Product diversification and market value of large international firms: A macro environmental perspective. *Journal of International Marketing*, 22(4), 86–107.
- Schilke, O., Reimann, M., & Thomas, J. S. (2009). When does international marketing standardization matter to firm performance. *Journal of International Marketing*, 17(4), 24–26.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass) 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student workload (in hours): 150	Self-study: 90 Self-testing: 30 Tutorials: 30	

Module DLMBPM
Performance Measurement
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Performance Measurement	
Module No.: DLMBPM	Semester / Term: 1 st semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Performance Measurement (DLMBPM01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master Leadership & Management (MLM-60) ▪ Master of Business Administration (MIB-60) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Strategic Management ▪ Change Management

Qualification and Educational Objectives of the Module:

On successful completion, students will be able to:

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

Learning Content of the Module:

- Performance measurement concepts
- Measuring financial performance
- Drivers of financial and operational performance

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS =
5.56%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

DLMBPM01:

Exam, 90 minutes
(100%)

Course No.: DLMBPM01	Course Title: Performance Measurement	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors in the Learning Management System.		References to Other Modules: Please see module description.
Course Description: After specifying a company’s strategic goals, managers face the challenge to implement these strategies. Performance measurement and performance management support the implementation of strategy by using performance measures to address financial and non-financial/operational aspects. Consequently, students get to know the function of performance measurement and performance management as part of the overall management functions. Furthermore, they will acquire an understanding of various performance aspects (e.g. financial drivers measured by the economic value added, customer drivers measured and managed by customer lifetime value, process drivers measured and managed in the context of continuous improvement programs). Understanding financial performance measurement concepts is especially crucial before students go on to identify operational drivers.		
Course Objectives and Outcome: On successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement. ▪ Report on a business’s financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.). ▪ Explain the economic value added (EVA) model and calculate this metric using data from the company. ▪ Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility. ▪ Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system. ▪ Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data. 		

- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

Teaching Methods:

A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Performance Measurement as Part of the Overall Management Framework

- 1.1. Theories Before 1950
- 1.2. Theories After 1950

2. Measuring Financial Performance

- 2.1. Reviewing Traditional Models of Financial Performance Measurement
- 2.2. The Economic Value Added (EVA) Metric

3. Drivers of Operational Performance

- 3.1. The Five Operations Performance Objectives
- 3.2. Analysis of Performance Drivers

4. Customer Profitability Analysis, Lifetime Value, and Benchmarking

- 4.1. Profitability Analysis
- 4.2. Customer Lifetime Value
- 4.3. Benchmarking

5. Intellectual Capital Measurement and Management

- 5.1. Importance and Challenges of Intellectual Capital Measurement
- 5.2. Approaches of Managing and Measuring Intellectual Capital

6. Performance Measurement Concepts

- 6.1. Objectives of Performance Measurement Systems
- 6.2. The Balanced Scorecard
- 6.3. Performance Prism and SMART Pyramid
- 6.4. European Foundation for Quality Management (EFQM)

7. Common Characteristics of Different Concepts

- 7.1. Common Characteristics of Different Concepts
- 7.2. Pitfalls in Performance Measurement and Management

Literature:

- Bible, L., Kerr, S., & Zanini, M. (2006). The balanced scorecard: Here and back. *Management Accounting Quarterly*, 7(4), 18–23.
- Hammer, M. (2004). Deep change: How operational innovation can transform your company. *Harvard Business Review*, 85(4), 85–93.
- Ittner, C. D., & Larcker, D. F. (2003). Coming up short on non-financial performance measurement. *Harvard Business Review*, 84(11), 88–95.
- Kaplan, R. S., & Norton, D. P. (2008). Mastering the management system. *Harvard Business Review*, 89(1), 63–77.
- Kumar, V., & Rajan, B. (2009). Profitable customer management: Measuring and maximizing customer lifetime value. *Management Accounting Quarterly*, 10(3), 1–18.
- Neely, A. (Ed.). (2007). *Business performance measurement: Theory and practice* (2nd ed.). Cambridge, MA: Cambridge University Press.
- Speckbacher, G., Bischof, J., & Pfeifer, T. (2003). A descriptive analysis on the implementation of balanced scorecards in German-speaking countries. *Management Accounting Research*, 14(4), 361–387.
- Simons, R. (2000). *Performance measurement and control systems for implementing strategy: Text and Cases* (International edition). Upper Saddle River, NJ: Prentice Hall.
- Young, D. S., & O’Byrne, S. F. (2001). *EVA and value-based management: A practical guide to implementation*. New York, NY: McGraw Hill.

Prerequisites to Qualify for Assessment:

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass)
- Course evaluation

Assessment:

- Exam, 90 min.

Student Workload (in hours): 150

Self-study: 90
Self-testing: 30
Tutorials: 30

Module DLMINRE
Corporate Finance
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Corporate Finance	
Module No.: DLMINRE	Semester / Term: 1 st semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Corporate Finance (DLMINRE01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master General Management (GM-120) ▪ Master of Business Administration in Clinical Trial Management (CTM-90) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Advanced Corporate Finance ▪ Investment Analysis & Portfolio Management

Qualification and Educational Objectives of the Module:

Upon completion, students will be able to:

- know the key components of corporate finance.
- use financial mathematical methods.
- apply the previously learned methods by using selected data sets and case studies.
- understand the capital structures of a corporation as well as their need to make investment and funding decisions.
- apply the common methods of business valuation and understand the basics of mergers & acquisitions.

Learning Content of the Module: <ul style="list-style-type: none"> ▪ Portfolio and capital market theory ▪ Financing and capital structure ▪ Company assessment procedures ▪ Acquisition, corporate control, and governance ▪ Finance planning 		
Teaching methods: See the contributing course outline(s)		
Literature: See the contributing course outline(s)		
Percentage of the Module Grade Relative to the Final Grade for the Program: 5 ECTS of 90 ECTS = 5.56%	Prerequisites to Qualify for Assessment: See course outline(s)	Assessment: <u>DLMINRE01:</u> Exam, 90 minutes (100%)

Course No.: DLMINRE01	Course Title: Corporate Finance	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: <p>How is funding provided to a corporate activity? How much loan capital and/or own capital does one need? Which projects are worth investing in? What is the actual value of a company? What instruments are available to measure the value of a company and assess financial markets? How can one ensure an optimal balance between the competing goals of liquidity, safety, yield, and growth?</p> <p>This course offers answers to these and other complex questions on the topic of financing and investing. The introduction deals with portfolio selection and capital market theory. With this theoretical foundation, various financing types and capital structures are then explained in detail. Well-known corporate assessment procedures, such as the discounted cash flow method, are presented, as are different calculations that can be used to inform decision making. A critical element of the course is the topic of mergers and acquisitions. Case studies are included to illustrate which parties are typically involved in a merger or acquisition and what criteria is used to determine the success of such a venture. The course concludes with the topic of finance planning.</p>		
Course Objectives and Outcome: <p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ know the key components of corporate finance. ▪ use financial mathematical methods. ▪ apply the previously learned methods by using selected data sets and case studies. ▪ understand the capital structures of a corporation as well as their need to make investment and funding decisions. ▪ apply the common methods of business valuation and understand the basics of mergers & acquisitions. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Portfolio and Capital Market Theory

- 1.1 Capital Markets and Informational Efficiency
- 1.2 Portfolio Theory
- 1.3 CAPM

2. Stock and Portfolio Analysis

- 2.1 Measures of Risk and Performance
- 2.2 Stock Analysis

3. Optimal Capital Structure

- 3.1 Capital Structure Based on the Traditional Theorem
- 3.2 Capital Structure According to Modigliani/Miller
- 3.3 Neo-Institutional Capital Structure Model

4. Types of Financing

- 4.1 Internal and External Financing
- 4.2 Debt Financing
- 4.3 Equity Financing
- 4.4 Additional Financing Options

5. Capital Budgeting

- 5.1 Fundamental Concepts
- 5.2 Static Capital Budgeting Methods
- 5.3 Dynamic Investment Calculation Methods

6. Business Valuation

- 6.1 Purpose and Methods of Business Valuation
- 6.2 Individual Valuation Methods
- 6.3 Total Valuation Methods
- 6.4 Weighted Average Cost of Capital (WACC)

7. Corporate Control and M&A

- 7.1 The Market for Corporate Control: Mergers and Acquisitions
- 7.2 Motivations for M&A Transactions
- 7.3 Phases of M&A Transactions

8. Specific Forms of M&A, Private Equity, Due Diligence, and IPOs

- 8.1 Due Diligence
- 8.2 Friendly and Hostile Takeovers, LBOs, MBOs, and MBIs, and IPOs
- 8.3 Private Equity & Venture Capital Companies

9. Corporate Governance

- 9.1 Internal and External Corporate Governance
- 9.2 Example of Legal Basis: Sarbanes Oxley Act (SOX)

- 9.3 Effect on the Company Performance and the Significance of Ownership Structures
- 9.4 Additional Financing Options

10. Financial Planning

- 10.1 Principles of Financial Planning
- 10.2 Cash Budgeting
- 10.3 Projected Financial Statements and Ratios

Literature

- Brealey, R. A., & Myers, S. C. (2013). *Principles of corporate finance* (11th ed.). New York, NY: McGraw-Hill.
- Brealey, R. A., Myers, S. C., & Marcus, A. J. (2011). *Fundamentals of corporate finance* (7th ed.). New York, NY: McGraw-Hill.
- Brigham, E. F., & Daves, P. R. (2013). *Intermediate financial management* (11th ed.). Boston, MA: Cengage.
- Copeland, T. E., Weston, J. F., & Shastri, K. (2013). *Financial theory and corporate policy* (4th ed.). Essex: Pearson.
- Damodaran, A. (2010). *Applied corporate finance* (3rd ed.). Hoboken, NJ: Wiley & Sons.
- Damodaran, A. (2001). *Corporate finance: Theory and practice* (2nd ed.). Hoboken, NJ: Wiley & Sons.
- Megginson, W. L., Smart, S. B., & Gitman, L. J. (2010). *Corporate finance: Linking theory to what companies do* (3rd ed.). Boston, MA: Cengage.
- Ross, S. A., Westerfield, R. W., & Jaffe, J. (2011). *Corporate finance, core principles and applications* (6th ed.). New York, NY: McGraw-Hill.
- Weston, F. J., Mitchell, M., & Mulherin, H. (2014). *Takeovers, restructuring, and corporate governance* (4th ed.). Essex: Pearson.
- Ernst, D., & Häcker, J. (2011). *Applied international corporate finance* (2nd ed.). Munich: Vahlen.
- Schmeisser, W. (2010). *Corporate finance and risk management*. Munich: Oldenbourg.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass) 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student Workload (in hours): 150	Self-study: 90 Self-testing: 30 Tutorials: 30	

Module DLMBME-01
Managerial Economics

5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Managerial Economics	
Module No.: DLMBME-01	Semester / Term: 1 st semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Managerial Economics (DLMBME01-01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (IUBH DL) ▪ Master International Management (IUBH SoBaM) ▪ MBA International Business (IUBH SoBaM) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Managing in a Global Economy ▪ Strategic Management

Qualification and Educational Objectives of the Module:

Managers need to understand the environment in which their organizations operate so that they can make appropriate decisions that will contribute to developing and maintaining a competitive advantage. To achieve this, managers need to make informed decisions using relevant data. This module is devoted to the study of the economic analysis of the firm and the use of economic information as a framework for business decision-making.

This course will introduce students to the nature and scope of managerial economics along with the methods used to arrive at informed decisions. The concepts, theories, and analyses can be applied in different organizations of differing sizes and in all types of industries. The theories of demand and supply will help student to understand the various factors that influence the price of producing a good or service as well as the relationship between production and costs in the short- and long-term.

Upon completion of the module, students will understand how the nature of the industry and the level of competition that firms face directly influences both the prices charged and the output produced. They will be able to identify differ various characteristics that influence market structures. Importantly, students will be able to utilize this information to establish and maintain effective pricing structures to achieve the aim of creating a competitive advantage for their firm.

Learning Content of the Module:

- The nature of managerial economics
- Market forces: Demand and supply
- Market structures and competition
- Strategy analysis and decision-making

Teaching Methods: See the contributing course outline(s)**Literature:** See the contributing course outline(s)**Percentage of the Module Grade Relative to the Final Grade for the Program:**5 ECTS of 90 ECTS =
5.56%**Prerequisites to Qualify for Assessment:**

See course outline(s)

Assessment:DLMBME01-01Exam, 90 minutes
(100%)

Course No.: DLMBME01-01	Course Title: Managerial Economics	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		Admission Requirements: None
Course Description: This course takes an in-depth look into the economic framework underlying markets and economies and the economic rationale underlying strategic decisions. In order to enable students to analyze the economic environment and draw conclusions from a managerial perspective, the first part of the course is devoted to the description and analysis of market forces. Following this, strategic decision making makes up the second half of the course. In particular, these latter units deal with the role of different market structures and asymmetric information as well as the fundamentals of game theory, which supports students to understand with the underlying decision making processes at work in modern economics.		References to Other Modules: Please see module description.
Course Objectives and Outcome: On successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large. ▪ Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies. ▪ Calculate various elasticities of demand and accurately estimate future demand using regression analysis. ▪ Identify price and non-price determinants of supply and calculate production and cost functions. ▪ Identify various market structures and evaluate pricing strategies adopted by firms. ▪ Evaluate the role and effectiveness of policies to reduce the occurrence of market failure. ▪ Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects. ▪ Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. The Nature, Scope, and Method of Managerial Economics

- 1.1 The Nature and Scope of Managerial Economics
- 1.2 The Method of Managerial Economics

2. The Macroeconomic Environment

- 2.1 Macroeconomic Conditions and the Business Cycle
- 2.2 Government and Central Bank Policies

3. Market Force: Demand

- 3.1 The Theory of Demand
- 3.2 Elasticity of Demand
- 3.3 Demand Estimation

4. Market Force: Supply

- 4.1 The Theory of Supply
- 4.2 Price Determination
- 4.3 Production Theory
- 4.4 Cost Theory

5. Market Structures and Competition

- 5.1 Theories of the Firm
- 5.2 Market Structures
- 5.3 Pricing Strategies

6. Government Regulation and Industry

- 6.1 Market Failures
- 6.2 Government Policies to Reduce Market Failure

7. Strategic Analysis and Decision-Making

- 7.1 Game Theory
- 7.2 Information and Decision-Making
- 7.3 Auctions

8. Capital Budgeting and Risk

- 8.1 Capital Budgeting
- 8.2 Investment Analysis
- 8.3 Risk Versus Uncertainty

Literature:

- Baye, M. R. (2009). *Managerial economics and business strategy* (7th ed.). New York, NY: McGraw-Hill Higher Education.
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy* (5th ed.). John Wiley and Sons
- Gupta, G. S. (2011). *Managerial economics* (2nd ed.). New York, NY: McGraw Hill.
- Keat, P. G., Young, P. K. Y., & Erfle, S. E. (2013). *Managerial economics: Economic tools for decision makers* (7th ed.). London Prentice Hall.
- Kreps, D. M. (2003). *Microeconomics for managers*. New York, NY: W. W. Norton & Company.
- Png, I., & Lehman, D. (2012). *Managerial economics* (4th ed.). London Routledge.

Prerequisites to Qualify for Assessment:

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass)
- Course evaluation

 X X**Assessment:**

- Exam, 90 min.

Student Workload (in hours): 150

Self-study: 90
 Self-testing: 30
 Tutorials: 30

Module DLMBSME
Strategic Management

5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Strategic Management	
Module No.: DLMBSME	Semester / Term: 2 nd semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Strategic Management (DLMBSME01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to other Programs: <ul style="list-style-type: none"> ▪ Master General Management (GM-120) ▪ MBA International Business (IB-60 / IB-90) ▪ Master Leadership and Management 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Managing in a Global Economy ▪ Change Management

Qualification and Educational Objectives of the Module:

Upon completion, students will be able to:

- Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- Apply appropriate analysis tools in order to methodically address specific business decisions.
- Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses.
- Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- Evaluate strategies by employing appropriate controlling tools.

Learning Content of the Module:

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS =
5.56%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

DLMBSME01:

Exam, 90 minutes
(100%)

Course No.: DLMBSME01	Course Title: Strategic Management	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5
Course Coordinator / Instructor: See current list of tutors in the Learning Management System.		Admission Requirements: None
Course Description: Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in markets and understand strengths and weaknesses of organizations that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within the organization. Exercises and case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.		References to other Modules: Please see module description.
Course Objectives and Outcome: Upon completion, students will be able to: <ul style="list-style-type: none"> ▪ Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling. ▪ Apply appropriate analysis tools in order to methodically address specific business decisions. ▪ Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses. ▪ Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization. ▪ Evaluate strategies by employing appropriate controlling tools. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. What is Strategy?

- 1.1 What is a Corporate Strategy?
- 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
- 1.3 Who Takes Part in Developing a Strategy?
- 1.4 What is Included in a Solid Strategic Plan?

2. The Strategic Environment

- 2.1 Where Are We in the Market Place? The Macro Environment
- 2.2 Where Are We in the Market Place? The Micro Environment
- 2.3 Analysis, Strategic Capabilities, and the Five Forces Model

3 The Position in the Market

- 3.1 Why Do We Exist?
- 3.2 What is Our Position in the Market?
- 3.3 What Information Does the Company Need?
- 3.4 What Capabilities Does the Company Have?
- 3.5 What Capabilities Do Others Have?

4 What Strategic Options Are Available to the Strategic Business Unit (SBU)?

- 4.1 What Strategic Options Does the SBU Have?
- 4.2 Interactive Strategies
- 4.3 Product Life Cycle

5 What Strategic Options Are Available to the Corporation?

- 5.1 Areas to Consider When Formulating a Strategy
- 5.2 Strategic Options
- 5.3 Outsourcing
- 5.4 Product Portfolio Analysis Using the BCG Matrix
- 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix

6 What International Strategies Are Available?

- 6.1 Why Do Companies Go International?
- 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
- 6.3 How Can a Company Invest Internationally?

7 Do-It-Yourself, Buy, or Ally?

- 7.1 Do-It-Yourself
- 7.2 Mergers and Acquisitions (M&As)
- 7.3 Strategic Alliances
- 7.4 How to Decide Whether to Buy, Alley, or Do-It-Yourself?

8 How to Evaluate Strategies?

- 8.1 How to Evaluate Strategy?
- 8.2 Implementing Strategy

Literature:

- Harvard Business School Essentials. (2006). *The essentials of strategy*. Boston: Harvard Business School Press. ISBN-13: 978-159139.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2016). *Marketing management* (3rd ed.). London: Pearson Education. ISBN-13: 978-1292093239.
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy* (8th ed.). Harlow: Prentice Hall. ISBN-13: 978-0273711919.
- Mooradian, T. A., Matzler, K., & Ring, L. J. (2014). *Strategic marketing*. Good Dog Publishing. ISBN-13: 978-0990542704.
- Porter, M. (1998). *Competitive advantage: Creating and sustaining superior performance*. New York, NY: The Free Press. ISBN-13:978-0684841465.
- Porter, M. (2004). *Competitive strategy: Techniques for analyzing industries and competitors*. New York, NY: The Free Press. ISBN: 978-0743260886.
- Porter, M. (2008). *On competition*. Boston, MA: Harvard Business Review Press. ISBN-13: 978-1422126967.
- Wheelen, T. L., & Hunger, D. (2012). *Strategic management and business policy: Towards global sustainability* (International Edition). Harlow: Pearson. ISBN-13: 978-0132570206.
- Winer, R. S., & Dhar, R. (2013). *Marketing management* (4th ed.). Harlow: Pearson Education. ISBN-13: 978-1292023410.

Prerequisites to Qualify for Assessment:

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass)
- Course evaluation

Assessment:

- Exam, 90 min.

Student Workload (in hours): 150

Self-study: 90
 Self-testing: 30
 Tutorials: 30

Module DLMBCM
Change Management
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Change Management	
Module No.: DLMBCM	Semester / Term: 2 nd semester	Duration: 1 Semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Change Management (DLMBCM01) 		Workload: Self-study: 110 h Self-examination: 20 h Tutorials: 20 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors in the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (MBA-60/90) ▪ Master Leadership and Management (MLM-60) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Managing in a Global Economy ▪ Strategic Management ▪ Leadership ▪ Innovation and Entrepreneurship

Qualification and Educational Objectives of the Module:

On successful completion of this module, students will be able to.

- Recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.
- Explain the importance of organizational change.
- Develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.
- Utilize and redesign formal organizational structures to facilitate change processes.
- Recognize the role of informal organizational structures and identify key stakeholders to promote change processes.
- Analyze the social networks that exist within an organization, map independencies and motives/interests, and plan how to distribute information and redesign work flows.
- Differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.
- Recognize the role of the change leader as a political broker and build social capital through informal methods.
- Utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- Draw on empirical evidence to plan and implement change processes in an organization.

Learning Content of the Module:

- The context and meaning of change
- The change process
- Perspectives for understanding change
- Implementing change

Teaching Methods: See the contributing course outline

Literature: See the contributing course outline

Percentage of the Module Grade Relative to the Final Grade for the Program:

5 ECTS of 90 ECTS = 5.56%

Prerequisites for Qualify for Assessment:

See course outline(s)

Assessment:

DLMBCM01:

Written assessment:
Case study
(100%)

Course No.: DLMBCM01	Course Title: Change Management	Hours Total: 150
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors in the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>We live in a world characterized by constant change. This affects not only individuals but also organizations. Even successful organizations need to constantly reinvent themselves in order to remain successful. This course presents a discussion of change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice.</p> <p>Organizational change is an international phenomenon and the course includes many international case examples. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course has a distinctly different focus from the related modules “Leadership” and “Innovation and Entrepreneurship.”</p> <p>The first part of the course considers the nature of change and different change models. The second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. The course deals with issues of structure, culture, and politics. In the later part of the course, the implementation of change is considered in detail. Given that many change processes fail, this part is an important learning component to complement an in-depth understanding of change.</p>		

Course Objectives and Outcome:

On successful completion of this course, students will be able to.

- Recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.
- Explain the importance of organizational change.
- Develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.
- Utilize and redesign formal organizational structures to facilitate change processes.
- Recognize the role of informal organizational structures and identify key stakeholders to promote change processes.
- Analyze the social networks that exist within an organization, map interdependencies and motives/interests, and plan how to distribute information and redesign work flows.
- Differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.
- Recognize the role of the change leader as a political broker and build social capital through informal methods.
- Utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- Draw on empirical evidence to plan and implement change processes in an organization.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Organizational Change

- 1.1. What is Organizational Change About?
- 1.2. Organizational Change is Ubiquitous
- 1.3. Change is Difficult

2. Change Management

- 2.1. The Context of Organizational Change
- 2.2. Planned Versus Improvisational Change Management
- 2.3. The Congruence Model of Change

3. Designing Structure

- 3.1. Formal Structure in Organizations
- 3.2. Grouping
- 3.3. Linking
- 3.4. The Change Leader as an Architect

4. Social Networks

- 4.1. What are Social Networks?
- 4.2. Key Terms of Social Network Analysis
- 4.3. Unique Characteristics of Social Networks
- 4.4. Social Networks and Organizational Change

5. Politics

- 5.1. Organizations as Political Arena
- 5.2. Politics and Change
- 5.3. The Importance of a Political Perspective on Change

6. Sense-Making

- 6.1. Organizational Culture
- 6.2. Sense-Making in Organizations
- 6.3. The Change Leader as Shaman

7. Change Implementation

- 7.1. How to Implement Change Successfully
- 7.2. Four Perspectives on Change

Literature:

- Burnes, B. (2009). *Managing change* (5th ed.). Upper Saddle River, NJ: Financial Times Press.
- Carnall, C. (2007). *Managing change in organizations* (5th ed.) Upper Saddle River, NJ: Financial Times Press.
- Grieses, J. (2010). *Organizational change: Themes and issues*. Oxford: Oxford University Press.
- Hall, G. E., & Hord, S. M. (2011). *Implementing change: Patterns, principles, and potholes* (3rd ed.). Boston, MA: Allyn & Bacon.
- Myers, P., Hulks, S., & Wiggins, L. (2012). *Organizational change: Perspectives on theory and practice*. Oxford: Oxford University Press.
- Senior, B., & Swailes, S. (2010). *Organizational change* (4th ed.). Upper Saddle River, NJ: Financial Times Press.
- Tushman, M. L., & O'Reilly, C. A. (2002). *Winning through innovation: A practical guide to leading organizational change and renewal*. Cambridge, MA: Harvard Business School Press.

Prerequisites for Qualify for Assessment:

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass).
- Course evaluation

Assessment:

- Written assessment: Case study

Student Workload (in hours): 150

Self-study: 110
Self-testing: 20
Tutorials: 20

Module DLMBSPBE
Elective (*)
Sales, Pricing and Brand Management
10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Sales, Pricing and Brand Management	
Module No.: DLMBSPBE	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300 h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Global Brand Management (DLMBSPBE01) ▪ Sales and Pricing (DLMBSPBE02) 		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (MBA-60/90) ▪ Master Marketingmanagement (MM-60/120) ▪ Master General Management (GM-120) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ International Marketing ▪ Consumer Behavior and Research

Qualification and Educational Objectives of the Module:

Global Brand Management:

Upon completion of this course, students will be able to:

- Analyze brands, brand components and brand management.
- Examine how brands are positioned and re-positioned in regional, national and international markets and explore the concept of shared- and co-operative branding.
- Promote the importance of brand valuation and measurement techniques within their company.
- Form and apply tactics to address brand falsification and protection as well as to develop strategies to manage a brand crisis.
- Analyze the main challenges facing international brands, and be able to measure their brand equity
- Understand the factors that contribute to increasing or losing consumer-based brand equity.
- Analyze a company's current brand strategy and propose viable alternatives as well as make informed decisions with greater probability of success.

Sales and Pricing:

Upon completion of the course, students will be able to:

- Identify the key-success factors for modern sales organizations.
- Describe the relationship between segmentation and the design of an appropriate sales organization.
- Execute respective analyses and apply improvement levers.
- Demonstrate the use of the tool-boxes for the respective optimization levers.
- Identify major characteristics of a high-performance sales organization.
- Conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers.
- Implement the required organizational and process-related improvement levers.
- Measure the performance of a sales-organization using established methods, KPIs and metrics.
- Apply fundamental concepts of international pricing

Learning Content of the Module:

Global Brand Management (DLMBSPBE01)

For most companies, a major opportunity to grow their business involves looking for possibilities outside their native country. However, taking brands beyond national boundaries presents a new set of branding issues as the global marketplace is constantly changing. At the same time, various forms of regionalization are taking place, adding another layer of complexity to managing a brand portfolio. Arguably, products, pricing and distribution are increasingly becoming commodities and the new competitive arena is brand value, creating long-term, profitable brand relationships. Ultimately, strong brands will transcend industries and provide an organization with one of its most valuable assets. This course ultimately aims to introduce students to the differentiation of products and services in a world of alternatives and the benefits/disadvantages of providing customers with the power of choice.

Sales and Pricing (DLMBSPBE02)

Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management.

The course will allow students to understanding the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization. The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

10 ECTS of 90 ECTS = 11.11%

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

Module Exam, 180 min (100%)

Course No.: DLMBSPBE01	Course Title: Global Brand Management	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>For most companies, a major opportunity to grow their business involves looking for possibilities outside their native country. However, taking brands beyond national boundaries presents a new set of branding issues as the global marketplace is constantly changing. At the same time, various forms of regionalization are taking place, adding another layer of complexity to managing a brand portfolio. Arguably, products, pricing and distribution are increasingly becoming commodities and the new competitive arena is brand value, creating long-term, profitable brand relationships. Ultimately, strong brands will transcend industries and provide an organization with one of its most valuable assets. This course ultimately aims to introduce students to the differentiation of products and services in a world of alternatives and the benefits/disadvantages of providing customers with the power of choice.</p>		
<p>Course Objectives and Outcome:</p> <p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Analyze brands, brand components and brand management. ▪ Examine how brands are positioned and re-positioned in regional, national and international markets and explore the concept of shared- and co-operative branding. ▪ Promote the importance of brand valuation and measurement techniques within their company. ▪ Form and apply tactics to address brand falsification and protection as well as to develop strategies to manage a brand crisis. ▪ Analyze the main challenges facing international brands, and be able to measure their brand equity ▪ Understand the factors that contribute to increasing or losing consumer-based brand equity. ▪ Analyze a company's current brand strategy and propose viable alternatives as well as make informed decisions with greater probability of success. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Introduction to Global Brand Management

- 1.1. Brand, Brand Equity, and Brand Value
- 1.2. Brand Management and Brand Leadership
- 1.3. Integrating Marketing Activities

2. Culture and Branding

- 2.1. What is Culture?
- 2.2. Culture and Consumer Behavior
- 2.3. The Global-Local Dilemma of Branding

3. Creating Global Brands

- 3.1. Brand Positioning
- 3.2. Designing and Implementing Stages of Branding Strategies
- 3.3. Choosing Brand Elements to Build Brand Equity
- 3.4. Designing Marketing Programs to Build Brand Equity

4. Managing Global Brands

- 4.1. Branding Strategy
- 4.2. Brand Hierarchy
- 4.3. Business-to-Business (B2B) Brand Management Strategies

5. Growing and Sustaining Brand Equity

- 5.1. Extending the Brand
- 5.2. Brand Alliances
- 5.3. Green and Cause Marketing

6. Measuring Global Brand Equity and Performance

- 6.1. Brand Equity Measurement Systems
- 6.2. Measuring Sources of Brand Equity
- 6.3. Measuring Outcomes of Brand Equity

7. Brand Analysis and Strategy Across Multiple Markets: A Managerial Approach

- 7.1. Internal Analysis
- 7.2. External Analysis
- 7.3. Global Brand Management Scenarios

8. Managing a Brand Crisis

- 8.1. Revitalizing a Brand
- 8.2. Brand Falsification
- 8.3. Brand Protection Strategies
- 8.4. Brand Crises

Literature:

- Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership: The next level of the brand revolution*. New York: Free Press.
- Barron, J., & Hollingshead, J. (2004). Brand globally, market locally. *Journal of Business Strategy*, 25(1), 9–14.
- Chernatony, L. D. (2002). Would a brand smell any sweeter by a corporate name? *Corporate Reputation Review*, 5(2-3), 114–132.
- De Chernatony, L., & McDonald, M. (2003). *Creating powerful brands in consumer, service, and industrial markets* (3rd ed.). Oxford: Butterworth-Heinemann.
- De Chernatony, L., & Riley, F. D. (1998). Defining a "brand": Beyond the literature with experts' interpretations. *Journal of Marketing Management*, 14(5), 417–443.
- Gad, T. (2001). *4-D branding: Cracking the corporate code of the network economy*. London, U.K.: Financial Times Prentice Hall.
- Gao, P., Woetzel, J., & Wu, Y. (2003). Can Chinese brands make it abroad? *McKinsey Quarterly*, 40(1), 3–13.
- Gregory, J. R., & Wiechmann, J. G. (2001). *Branding across borders: A guide to global brand marketing*. Chicago, IL: McGraw-Hill.
- Joachimsthaler, E., Aaker, D., Quelch, J., & Vishwanath, V. (1999). *Harvard business review on brand management*. Boston, MA: Harvard Business School Press.
- Keller, K. L. (2012). *Strategic brand management: Best practice cases in branding* (3rd ed.). Upper Saddle River, NJ: Prentice Hall.
- Keller, K. L. (2012). *Strategic brand management: Building, measuring and managing brand equity* (4th ed.). Upper Saddle River, NJ: Prentice Hall.
- Lindström, M. (2005). *Brand sense: Build powerful brands through touch, taste, smell, sight, and sound*. New York City, NY: Free Press.
- Mudambi, S. (2002). Branding importance in business-to-business markets. *Industrial Marketing Management*, 31(6), 525–533.
- Roll, M. (2016). *Asian brand strategy: Building & sustaining strong global brands in asia*. London, U.K.: Palgrave Macmillan
- Urde, M. (1999). Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management*, 15(1-3), 117–133.
- Van Gelder, S. V. (2005). *Global brand strategy: Unlocking brand potential across countries, cultures and markets*. London, U.K.: Kogan Page.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<div style="border: 1px solid black; width: 40px; height: 25px; margin: 0 auto; text-align: center; line-height: 25px;">X</div> <div style="border: 1px solid black; width: 40px; height: 25px; margin: 0 auto; text-align: center; line-height: 25px;">X</div>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Course No.: DLMBSPBE02	Course Title: Sales and Pricing	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		Admission Requirements: None
Course Description: Establishing and maintaining a competitive customer interface is one of the major challenges for every company to assure successful revenue- and profit-management. The course will allow students to understanding the optimization levers of the customer interface. This includes advanced methods of market- and customer segmentation, channel management including the design, setup and optimization of a customer oriented sales organization (e.g. key account management), practices for sales-force-effectiveness, sales optimization levers, e.g. for customer penetration, and methods for price-differentiation and -realization. The course incorporates case-studies and practice related data and for each optimization lever, students are introduced to a comprehensive tool-box approach. The tool box for each lever contains the required theory, a set of basic analyses and the application of best-practice examples and metrics.		References to Other Modules: Please see module description.
Course Objectives and Outcome: Upon completion of the course, students will be able to: <ul style="list-style-type: none"> ▪ Identify the key-success factors for modern sales organizations. ▪ Describe the relationship between segmentation and the design of an appropriate sales organization. ▪ Execute respective analyses and apply improvement levers. ▪ Demonstrate the use of the tool-boxes for the respective optimization levers. ▪ Identify major characteristics of a high-performance sales organization. ▪ Conduct decisive analyses to assess the strength and weaknesses of a sales organization and identify respective optimization levers. ▪ Implement the required organizational and process-related improvement levers. ▪ Measure the performance of a sales-organization using established methods, KPIs and metrics. ▪ Apply fundamental concepts of international pricing 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Segmentation

- 1.1. Customer Segmentation
- 1.2. Selection of Market Segments for Market Entry
- 1.3. Development of Market Segments

2. Channel Management

- 2.1. Distribution System as a Function of the Products Sold
- 2.2. Selection of Distribution Partners
- 2.3. Professionalization and Mobilization of Distribution Partners
- 2.4. Control of Distribution Partners

3. Sales Force Effectiveness

- 3.1. Sales Strategy
- 3.2. Sales Process
- 3.3. Sales Organization
- 3.4. Sales Information and Management Systems
- 3.5. Sales Controlling

4. Sales Optimization Levers

- 4.1. Key Account Management
- 4.2. Proactive Sales
- 4.3. Value-Based Selling
- 4.4. Online Sales Tools

5. Fundamentals of International Pricing

- 5.1. Pricing Strategies
- 5.2. Pricing for Market Segments
- 5.3. Transaction Pricing and Managing the Price Waterfall
- 5.4. Price Differentiation and Standardization in an International Context

6. Special Topics in International Pricing

- 6.1. Gray Markets
- 6.2. Transfer Pricing
- 6.3. Price Wars
- 6.4. Innovative Pricing Methods
- 6.5. Risks in International Business

Literature:		
<ul style="list-style-type: none"> ▪ Cichelli, D. J. (2011). <i>The sales growth imperative: How world class sales organizations successfully manage the four stages of growth</i>. New York City, NY: McGraw-Hill. ▪ Donovan, M.W. (2011). <i>Driven: A manager's field guide to sales team optimization</i>. Salisbury, NH: The Dagoba Group. ▪ Dolan, R. J., Soman, D., Gourville, J. T., Soman, D., Marn, M., Rosiello, R., . . . Ross, E. (2008). <i>Harvard business review on pricing</i>. Boston, MA: Harvard Business School Pub. ▪ Lever, B. (2011). <i>Marketing optimization applying advanced analytics to customer strategies</i>. Hoboken, NJ: John Wiley & Sons. ▪ Piercy, N., & Lane, N. (2009). <i>Strategic customer management: Strategizing the sales organization</i>. Oxford, U.K.: Oxford University Press. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> X <input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Module DLMBCBR
Elective (*)
Consumer Behavior and Research
10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Consumer Behavior and Research	
Module No.: DLMBCBR	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300 h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ International Consumer Behavior (DLMBCBR01) ▪ Applied Marketing Research (DLMBCBR02) 		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (MBA-60/90) ▪ Master Marketingmanagement (MM-60/120) ▪ Master General Management (GM-120) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ International Marketing ▪ Sales, Pricing and Brand Management

Qualification and Educational Objectives of the Module:

International Consumer Behavior (DLMBCBR01):

On successful completion, students will be able to:

- Outline the purchase decision-making process undertaken by the consumer.
- Describe the internal and external influences on the consumer decision-making processes.
- Identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior
- Develop a plan to generate required market research data regarding consumer behavior and decision-making.
- Be able to generate, analyze, interpret and report relevant data regarding consumers.
- Present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies.

Applied Marketing Research (DLMBCBR02):

On successful completion, students will be able to:

- Recognize and promote the importance of marketing research methodologies in supporting key marketing management decisions.
- Identify some of the challenges of marketing research in an international environment.
- Identify appropriate analysis tools for a given marketing related problem on a strategic and operational level.
- Identify errors made in the research process.
- Outline the stages of the marketing research process.
- Identify ethics problems in a marketing research situation and propose an ethically sound approach.
- Propose a research design to study a particular research question.
- Compare and contrast different research methods.
- Recommend good practice for a variety of research techniques.
Design questionnaires with sound measurement properties.
- Interpret results of advanced marketing research efforts.
Transfer the gained insights into their future international work environment.

Learning Content of the Module:

International Consumer Behavior (DLMBCBR01):

- Consumer Behavior
- The Consumer Decision-Making Process
- Internal Influences on Consumer Behavior
- External Influences on Consumer Behavior
- International Consumer Behavior
- International Marketing Strategy and Consumer Behavior

Applied Marketing Research (DLMBCBR02):

- The Role of Marketing Research in Managerial Decision-Making
- Problem Definition and the Marketing Research Process
- Secondary Data and Qualitative Research
- Survey Research and the Concept of Measurement
- Observational Research
- Sampling Issues, Data Processing, and Fundamental Data Analysis
- Communicating the Research Results

Teaching Methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade Relative to the Final Grade for the Program:

10 ECTS of 90 ECTS =
11.11 %

Prerequisites to Qualify for Assessment:

See course outline(s)

Assessment:

Module Exam, 180 min
(100%)

Course No.: DLMBCBR01	Course Title: International Consumer Behavior	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: In a global economy characterized by greater competition, companies operating internationally need comprehensive market-driven strategies to survive in the market place. The course provides students with the relevant concepts for understanding the international environment of the company with focus on the demand side/the consumer. Students learn how differences in culture, economic systems, and political environments impact consumers' behavior in terms of decision-making in the fields of acquisition, consumption, and disposal of products, services, experiences, and ideas.		
Course Objectives and Outcome: On successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ Outline the purchase decision-making process undertaken by the consumer. ▪ Describe the internal and external influences on the consumer decision-making processes. ▪ Identify the different research methods available to companies to collect relevant data regarding their consumers and their behavior ▪ Develop a plan to generate required market research data regarding consumer behavior and decision-making. ▪ Be able to generate, analyze, interpret and report relevant data regarding consumers. ▪ Present the key concepts characterizing international consumer behavior and discuss their impact on global marketing strategies. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:**1. Consumer Behavior**

- 1.1. Consumer Behavior and International Marketing
- 1.2. Consumer Decision-Making in the Marketplace

2. The Consumer Decision-Making Process

- 2.1. The Pre-Purchase Stage
- 2.2. The Purchase Stage
- 2.3. The Post-Purchase Stage

3. Internal Influences on Consumer Behavior

- 3.1. Motives and Motivation
- 3.2. Perception
- 3.3. Attitude

4. External Influences on Consumer Behavior

- 4.1. Culture
- 4.2. Subculture
- 4.3. Groups and Families

5. International Consumer Behavior

- 5.1. Cultural Dimensions
- 5.2. The Influence of Social Media on Consumer Decision-Making

6. International Marketing Strategy and Consumer Behavior

- 6.1. International Market Segmentation and Product Positioning
- 6.2. Consumer Behavior and Product Strategy
- 6.3. Consumer Behavior and Communication Strategy
- 6.4. Consumer Behavior and Pricing Strategy
- 6.5. Consumer Behavior and Distribution Strategy

Literature:	
<ul style="list-style-type: none"> ▪ Schiffman, L. G., & Kanuk, L. L. (2014). <i>Consumer behavior</i>. Frenchs Forest, N.S.W.: Pearson Education Australia. ▪ Solomon, M. (2016). <i>Consumer behavior: Buying, having, and being</i> (12th ed.). New York City, NY: Pearson. 	
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). <input data-bbox="1342 539 1417 607" type="checkbox"/> ▪ Course evaluation <input data-bbox="1342 667 1417 734" type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h

Course No.: DLMBCBR02	Course Title: Applied Marketing Research	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 Semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: <p>In a global economy characterized by greater competition, companies operating internationally need comprehensive market-driven strategies in order to survive in the market place. The course allows students to explore marketing research, the information-gathering arm of marketing practice. The topic is viewed primarily from the perspective of a consumer of marketing research, i.e. a busy manager who needs information to guide decision making. Given their role in decision-making regarding marketing and sourcing marketing research, it is helpful for managers to understand how producers of research approach the process. This background will help you as a manager to become a better-informed consumer of research who is able to participate in research design, evaluate the quality of marketing information that crosses your desk, and conduct marketing research projects yourself when appropriate.</p>		
Course Objectives and Outcome: <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Recognize and promote the importance of marketing research methodologies in supporting key marketing management decisions. ▪ Identify some of the challenges of marketing research in an international environment. ▪ Identify appropriate analysis tools for a given marketing related problem on a strategic and operational level. ▪ Identify errors made in the research process. ▪ Outline the stages of the marketing research process. ▪ Identify ethics problems in a marketing research situation and propose an ethically sound approach. ▪ Propose a research design to study a particular research question. ▪ Compare and contrast different research methods. ▪ Recommend good practice for a variety of research techniques. Design questionnaires with sound measurement properties. ▪ Interpret results of advanced marketing research efforts. ▪ Transfer the gained insights into their future international work environment. 		

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:**1. The Role of Marketing Research in Managerial Decision-Making**

- 1.1. The Importance of Marketing Research in Decision-Making
- 1.2. The Institutions Involved in Marketing Research
- 1.3. Common Challenges in Conducting Marketing Research

2. Problem Definition and the Marketing Research Process

- 2.1. From Problem Recognition to Research Objectives: Step One
- 2.2. From Research Design to Follow-Up: Steps Two to Six
- 2.3. Forward and Backward Linkages in the Marketing Research Process

3. Secondary Data and Qualitative Research

- 3.1. Advantages and Limitations of Secondary Data
- 3.2. Definition and Types of Qualitative Research
- 3.3. Limitations of Qualitative Research

4. Survey Research and the Concept of Measurement

- 4.1. Survey Errors and Their Impact on Research Outcomes
- 4.2. Measurement Scales
- 4.3. Questionnaire Design

5. Observational Research

- 5.1. Observational Research Defined
- 5.2. Approaches to Observational Research
- 5.3. Advantages and Limitations of Observational Research

6. Sampling Issues, Data Processing, and Fundamental Data Analysis

- 6.1. Sampling Methods and Types of Samples
- 6.2. Data Processing Issues
- 6.3. Fundamental Data Analysis

7. Communicating the Research Results

- 7.1. The Major Steps in Communicating the Results
- 7.2. Organization of the Research Report
- 7.3. The Marketing Research Presentation

Literature:		
<ul style="list-style-type: none"> ▪ Aaker, D. A., Kumar, V., & Day, G. S. (2012). <i>Marketing research</i> (11th ed.). Hoboken, N.J. Wiley & Sons. ▪ Anderson, D. R., Sweeney, D. J., Williams, T. A., & Anderson, D. R. (2016). <i>Statistics for business and economics</i> (13th ed.). Nashville, TN: South-Western College. ▪ Churchill, G. A., & Iacobucci, D. (2009). <i>Marketing research: Methodological foundations</i> (10th ed.). Nashville, TN: South-Western College. ▪ Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). <i>Multivariate data analysis: A global perspective</i> (7th ed., New International). Upper Saddle River, NJ: Pearson. ▪ Malhotra, N. K. (2009). <i>Marketing research: An applied orientation</i> (6th ed.). Upper Saddle River, NJ: Prentice Hall. ▪ Solomon, M. (2016). <i>Consumer behaviour: Buying, having, and being</i> (12th ed.). New York City, NY: Pearson 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> <input checked="" type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Module DLMBCFIE
Elective (*)
Corporate Finance and Investment
10 ECTS

Minimum Length of the Module: 1 semester

Admission Requirements: None

Module Description

Module Title:	Corporate Finance and Investment	
Module No.: DLMBCFIE	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300 h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Advanced Corporate Finance (DLMBCFIE01) ▪ Investment Analysis and Portfolio Management (DLMBCFIE02) 		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: Dr. Jessica Hastenteufel
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (MBA-60/90) ▪ Master General Management (GM-120) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance

Qualification and Educational Objectives of the Module:

Advanced Corporate Finance:

Upon completion, student will be able to:

- Identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries.
- Discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets.
- Utilize a range of tools for valuing different kinds of debt.
- Describe various financing options and their different forms of application in the context of corporate finance.
- Discuss mergers and takeovers and the role of different parties involved in the transaction process.

Investment Analysis and Portfolio Management:

Upon successful completion, students will be able to:

- Describe the theoretical constructs of investments and portfolio analysis.
- Apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions.
- Discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand.
- Utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions.
- Identify main features and practices of the global investment advisory industry.
- Describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context.

Learning Content of the Module:Advanced Corporate Finance:

- Financing decisions and issuing securities
- Debt financing and leasing
- Options and futures
- Takeovers, corporate control, and governance
- Unsolved issues and the future of finance

Investment Analysis and Portfolio Management:

- Introduction to investment analysis and portfolio management
- Portfolio selection and the optimum portfolio
- The equilibrium in capital markets and asset pricing models
- Analysis and management of securities
- Evaluation of the investment performance

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines

Percentage of the Module Grade Relative to the Final Grade for the Program:

10 ECTS of 90 ECTS =
11.11%

Prerequisites to Qualify for Assessment:

See course outlines

Assessment:

Module Exam, 180 min
(100%)

Course No.: DLMBCFIE01	Course Title: Advanced Corporate Finance	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>The last decade has seen fundamental changes in financial markets and financial instruments. Both the theory and practice of corporate finance have been moving ahead with uncommon speed. Participants will be guided through the main areas of modern financial theory, including the pricing of assets and derivatives, corporate financial policy, and corporate control. The course emphasizes the modern fundamentals of the theory of finance and brings the theory to life with contemporary examples.</p>		
<p>Course Objectives and Outcome:</p> <p>Upon completion of this course, student will be able to:</p> <ul style="list-style-type: none"> ▪ Identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries. ▪ Discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets. ▪ Utilize a range of tools for valuing different kinds of debt. ▪ Describe various financing options and their different forms of application in the context of corporate finance. ▪ Discuss mergers and takeovers and the role of different parties involved in the transaction process. 		
<p>Teaching Methods:</p> <p>The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.</p>		

Course Content:

1. Financing Decisions and Issuing Securities

- 1.1. Types of Corporate Financing
- 1.2. How Corporations Issue Shares
- 1.3. How Corporations Issue Debt Securities

2. Dividend Policy and Capital Structure

- 2.1. What's Your Dividend Policy?
- 2.2. What's Your Debt Policy?
- 2.3. Weighted Average Cost of Capital (WACC)
- 2.4. Corporate and Personal Taxes
- 2.5. Capital Structure and Related Theories

3. Debt Financing and Leasing

- 3.1. Debt Valuation
- 3.2. Rating Debt
- 3.3. Different Kinds of Debt and Hybrid Securities
- 3.4. Leasing as a Form of Corporate Finance

4. Derivatives: The World of Options, Futures, and Swaps

- 4.1. Options, Futures, and Other Derivative Securities
- 4.2. Option Pricing and Valuation Models
- 4.3. Real Options

5. Takeovers, Corporate Control, and Governance

- 5.1. Mergers and Acquisitions
- 5.2. LBOs, Management Buyouts, and Going Private
- 5.3. Private Equity and the Venture Capitalist
- 5.4. Empirical Testing of Takeover Success
- 5.5. Corporate Governance and Corporate Control

6. Unsolved Issues and the Future of Finance

- 6.1. What Do We Know and What Do We Not Know About Finance?
- 6.2. The Future of Finance

Course No.: DLMBCFIE02	Course Title: Investment Analysis & Portfolio Management	Hours Total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description: Security analysis, asset allocation strategies, and the optimal composition of portfolios of financial assets are some of the most important fields of advanced financial management. This course is designed to bring together investment analysis and portfolio theory and their implementation with regard to portfolio management. Topics to be covered are the theory of portfolio selection and the theory's application, the hypotheses of efficient capital markets and the capital market equilibrium, analysis of investments and the evaluation of portfolios (or mutual funds) of common stocks, bonds, international assets, and other asset classes. Students will be directed through a broad and critical evaluation of the various investment strategies for maximizing returns and minimizing risk on portfolios. Investment analysis and portfolio management is a truly global topic. As a consequence, the course will take an international perspective, provide an insight into the global investment advisory industry, and discuss best-practice approaches around the globe.</p>		
<p>Course Objectives and Outcome: On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Describe the theoretical constructs of investments and portfolio analysis. ▪ Apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions. ▪ Discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand. ▪ Utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions. ▪ Identify main features and practices of the global investment advisory industry. ▪ Describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context. 		
<p>Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.</p>		

Course Content:

1. Introduction to Investment Analysis and Portfolio Management

- 1.1. The Asset Management and Investment Advisory Industry
- 1.2. Financial Instruments, Derivatives, and Organization of Securities Markets
- 1.3. The History of Investment Analysis

2. Portfolio Selection and the Optimum Portfolio

- 2.1. Mean Variance Portfolio Theory
- 2.2. The Calculation of Risk and Return
- 2.3. Efficient Portfolios and Techniques for Calculating the Efficient Frontier
- 2.4. Single-Index Models and Multi-Index Models
- 2.5. International Diversification

3. Equilibrium in Capital Markets and Asset Pricing Models

- 3.1. Equilibrium in Capital Markets and the Standard Capital Asset Pricing Model
- 3.2. Empirical Tests of Equilibrium Models
- 3.3. Extensions to the Single-Factor Capital Asset Pricing Model
- 3.4. Multifactor Asset Pricing Models: Arbitrage Pricing Theory and the Fama-French Model

4. Analysis of Securities

- 4.1. Macro- and Microanalyses of Industries and Companies
- 4.2. Stock Valuation, Intrinsic Value and Market Value Determinants, and Valuation Techniques
- 4.3. The Analysis and Valuation of Bonds
- 4.4. Technical Analysis and Behavioral Finance

5. Management of Securities

- 5.1. The Efficient Market Hypothesis
- 5.2. Stock and Bond Portfolio Management Strategies Using Active vs Passive Strategies
- 5.3. Asset Allocation Strategies

6. Investment Vehicles

- 6.1. Mutual Funds: Types, Industry, and Participants
- 6.2. Hedge Funds
- 6.3. Private Equity Funds

7. Evaluation of Investment Performance

- 7.1. Globalization and International Investing
- 7.2. Investment Process
- 7.3. Evaluation of Portfolio Performance Using the Sharpe Ratio, Jensen Measure, Treynor Measure, and Other Measures
- 7.4. Evaluation of Security Analysis

Literature:		
<ul style="list-style-type: none"> ▪ Elton, E. J., Gruber, M. J., & Brown, S. J. (2014). <i>Modern portfolio theory and investment analysis</i> (9th ed.). New York City, NY: John Wiley & Sons. ▪ Reilly, F. K., & Brown, K. C. (2008). <i>Investment analysis and portfolio management</i> (10th ed.). Boston, MA: Cengage Learning. ▪ Alexander, G. J., Sharpe, W. F., & Bailey, J. V. (2001). <i>Fundamentals of investments</i> (3rd ed.). Englewood Cliffs, NJ: Prentice Hall. ▪ Levy, H., & Post, T. (2004). <i>Investments</i>. Boston, MA: Addison-Wesley. ▪ Fabozzi, F. J., & Modigliani, F. (2009). <i>Capital markets: Institutions and instruments</i> (4th ed.). Upper Saddle River, NJ: Prentice Hall. ▪ Markowitz, H. M. (1952). Portfolio selection. <i>Journal of Finance</i>, 7(1), 77–91. ▪ Fama, E. F. (1970). Efficient capital markets: A review of theory and empirical work. <i>The Journal of Finance</i>, 25(2), 383–417. ▪ Fama, E. F., & French, K. R. (1992). The cross-section of expected stock returns. <i>Journal of Finance</i>, 47(2), 427–465. ▪ Sharpe, W. F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. <i>The Journal of Finance</i>, 19(3), 425–442. ▪ Lintner, J. (1969). The valuation of risk assets and the selection of risky investments in stock portfolios and capital budgets. <i>The Review of Economics and Statistics</i>, 47(1), 13–37. ▪ Mossin, J. (1966). Equilibrium in a capital asset market. <i>Econometrica</i>, 34(4), 768–783. ▪ Ross, S. A. (1976). The arbitrage theory of capital asset pricing. <i>Journal of Economic Theory</i>, 13(3), 341–360. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> <input checked="" type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Module DLMBACCE

Elective (*)

Accounting

Module Description

Module Title:	Accounting	
Module No.: DLMBACCE	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none">▪ Advanced Management Accounting & Control (DLMBACCE01)▪ Current Issues in Accounting (DLMBACCE02)		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.

<p>References to Other Programs:</p> <ul style="list-style-type: none"> ▪ Master of Business Administration (MBA-60/90) ▪ Master General Management (GM-120) 	<p>References to Other Modules in the Program:</p> <ul style="list-style-type: none"> ▪ Corporate Finance ▪ Corporate Finance and Investment
<p>Qualification and Educational Objectives of the Module:</p> <p><u>Advanced Management Accounting & Control (DLMBACCE01):</u></p> <p>On successful completion, students will be able to:</p> <ul style="list-style-type: none"> ▪ Describe how controllership is set up in international companies. ▪ Explain how management accounting and control have to consider the contingencies under which they are set up. ▪ Design management accounting and control processes specific to the contingencies characterizing a specific company. ▪ Utilize management accounting and control processes to address strategic uncertainties and support organizational learning. ▪ Design, evaluate, and optimize management accounting and control systems and practices to influence the behavior of managers and employees. ▪ Identify the importance of transfer pricing for multinational groups. ▪ Discuss the role of the CFO in an international company. <p><u>Current Issues in Accounting (DLMBACCE02):</u></p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Explain selected management and financial accounting issues. ▪ Analyze relevant issues specific to the level of financial accounting established in a company. ▪ Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management. ▪ Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control. ▪ Discuss recent developments concerning IFRS. ▪ Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring. ▪ Identify the functions of a chief treasurer or controller in a multinational corporation. 	

Learning Content of the Module:**Advanced Management Accounting & Control (DLMBACCE01):**

- Controllership and the CFO: Core Competencies, Organization, and Strategies
- Contingency Theory and Management Accounting and Control
- Levers of Control
- Behavioral Management Accounting and Control
- Transfer Pricing, and Corporate and Shared Service Centers
- Balance Scorecard, Executive Remuneration, and Control
- Product Life Cycle, Business Strategy, and Control

Current Issues in Accounting (DLMBACCE02):

- Preparation of Financial Statements
- Optimization of Receivables and Inventory
- Optimization of Liabilities and Equity
- Current Issues in Financial Accounting
- Valuing Businesses
- Capital Budgeting 154
- Financial Modeling and Valuation

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines

Percentage of the Module Grade Relative to the Final Grade for the Program:	Prerequisites to Qualify for Assessment:	Assessment:
10 ECTS of 90 ECTS = 11.11 %	See course outlines	Module Exam, 180 min (100%)

Course No.: DLMBACCE01	Course Title: Advanced Management Accounting & Control	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>This course deals with advanced aspects of management accounting and control. Students will understand how controllership is set up in international companies and explore the contingencies of management accounting and control, e.g. strategy, organizational life cycle phase, size, and ownership structure. The course also introduces the concept of the levers of control and highlights not only the traditional feedback and constraining function of control systems, but also the learning and expanding function of these control levers. As management accounting and control ultimately aims to influence the behavior of managers and employees when implementing the organization's goals, behavioral aspects must be considered. Constraints such as limitations concerning the information processing capabilities of managers have to be taken into account when designing management control systems. Furthermore, as companies grow larger and operate in different countries, transfer pricing systems for controlling corporate and shared service centers have to be set up. Upon completion of this course, students will also understand the consequences of different approaches to transfer pricing.</p>		
<p>Course Objectives and Outcome:</p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Describe how controllership is set up in international companies. ▪ Explain how management accounting and control have to consider the contingencies under which they are set up. ▪ Design management accounting and control processes specific to the contingencies characterizing a specific company. ▪ Utilize management accounting and control processes to address strategic uncertainties and support organizational learning. ▪ Design, evaluate, and optimize management accounting and control systems and practices to influence the behavior of managers and employees. ▪ Identify the importance of transfer pricing for multinational groups. ▪ Discuss the role of the CFO in an international company. 		

Teaching Methods:

A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Controllership and the CFO: Core Competencies, Organization, and Strategies

- 1.1. Management Accounting and Control
- 1.2. Core Competencies of CFOs and Controllers
- 1.3. Controllership Strategies
- 1.4. Organization of the Controller and Finance Unit

2. Contingency Theory and Management Accounting and Control

- 2.1. Contingency Theory
- 2.2. Differences in Management Accounting and Control According to Different Contingencies
- 2.3. Limitations of Contingency Theory

3. Levers of Control

- 3.1. Levers of Control
- 3.2. Implications of the Levers of Control for the Management Accounting and Control Function
- 3.3. Instruments for Different Levers of Control

4. Behavioral Management Accounting and Control

- 4.1. Cognitive and Behavioral Constraints of Managers
- 4.2. Implications for the Design of Management Accounting and Control Systems
- 4.3. Behavioral Aspects of Implementing Management Control Systems

5. Transfer Pricing, and Corporate and Shared Service Centers

- 5.1. Transfer Pricing Methods
- 5.2. Transfer Pricing in Multi-National Companies
- 5.3. Organizing Corporate Centers and Allocation of Their Costs
- 5.4. Organizing and Pricing of Shared Service Centers

6. Balance Scorecard, Executive Remuneration, and Control

- 6.1. Balanced Scorecard: An Overview
- 6.2. Measures in Balanced Scorecard
- 6.3. Agency Theory and Balanced Scorecard
- 6.4. Implications of Balanced Scorecard on Control

7. Product Life Cycle, Business Strategy, and Control

- 7.1. An Overview of Product Life Cycle
- 7.2. Stages of Product Life Cycle and Business Strategy
- 7.3. Implications of Product Life Cycle on Control

Literature:

- Atkinson, A. A., Kaplan, R. S., Matsumara, E. M., & Young, S. M. (2012). *Management accounting: Information for decision making and strategy execution* (6th ed.). Upper Saddle River, NJ: Pearson.
- Bangemann, T. O. (2005). *Shared services in finance and accounting*. Aldershot, Hants, England: Gower.
- Buytendijk, F. (2010). *Dealing with dilemmas: Where business analytics fall short*. Chichester: Wiley.
- Chenhall, R. H. (2007). Theorizing contingencies in management control systems research. *Handbooks of Management Accounting Research*, 2, 163–205.
- Davila, A., & Foster, G. (2005). Management accounting systems adoption decisions: Evidence and performance implications from early-stage/startup companies. *The Accounting Review*, 80(4), 1039–1068.
- Lovallo, D., & Kahnemann, D. (2003). Delusions of success: How optimism undermines executives' decisions. *Harvard Business Review*, 81(7), 56–63.
- Merchant, K. A., & Pick, K. (2010). *Blind spots, biases and other pathologies in the boardroom*. New York: Business Expert Press.
- Schuster, P., & Clarke, P. (2010). Transfer prices: Functions, types and behavioral implications. *Management Accounting Quarterly*, 11(2), 22–32.
- Tarasovich, B., & Lyons, B. (2009). Finance flies high: How Unilever redesigned its finance function to build value and drive growth. *Strategic Finance*, 91(5), 25–29.
- Tuomela, T. (2005). The interplay of different levers of control: A case study of introducing a new performance measurement system. *Management Accounting Research*, 16(3), 293–320.
- Weber, J., & Nevries, P. (2010). *Drivers of successful controllership: Activities, people, and connecting with management*. New York: Business Expert Press.
- Wickramasinghe, D., & Alawattage, C. (2007). Towards contingency theory of management accounting. In *Management accounting change: Approaches and perspectives* (pp. 381–407). London: Routledge.
- Wickramasinghe, D., & Alawattage, C. (2007). Towards contingency theory of management accounting. In *Management accounting change: Approaches and perspectives* (pp. 381–407). London: Routledge.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Course No.: DLMBACCE02	Course Title: Current Issues in Accounting	Hours total: 150
		Credit Points: 5
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description:		
<p>Management accounting and financial accounting are constantly changing and adapting to internal and external circumstances. Financial accounting according to IFRS is continually evolving; developments occur in accounting rules and instruments for financial management are constantly emerging. Following the financial and economic crisis in 2008, accounting changed significantly following the introduction of additional regulatory rules and operating requirements.</p> <p>This course gives students an insight into selected issues and provides practical examples in management accounting and financial accounting. Students are introduced to specific tasks of a CFO with regard to accounting and financial management. The course will also facilitate students to develop an in-depth understanding of working capital optimization and capital restructuring. Finally, students will apply their financial and management accounting knowledge in an integrated financial modeling exercise.</p>		
Course Objectives and Outcome:		
<p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Explain selected management and financial accounting issues. ▪ Analyze relevant issues specific to the level of financial accounting established in a company. ▪ Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management. ▪ Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control. ▪ Discuss recent developments concerning IFRS. ▪ Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring. ▪ Identify the functions of a chief treasurer or controller in a multinational corporation. 		

Teaching Methods:

A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Preparation of Financial Statements

- 1.1. Accrual and Deferral Concepts for Recording Transactions
- 1.2. End-of-Period Adjustments and the Use of Accounting Estimates
- 1.3. Preparation of Financial Statements and the Classified Balance Sheet
- 1.4. The Accrual Basis of Accounting and the Interpretation of Financial Statements
- 1.5. Financial Analysis and the Company's Liquidity: Working Capital Ratio, Current Ratio, and Quick Ratio

2. Optimization of Receivables and Inventory

- 2.1. Receivables and Uncollectibles
- 2.2. Accounting for Receivables and Uncollectibles
- 2.3. Inventories Classification
- 2.4. Inventory Cost Flow Assumptions and Their Impact on Financial Statements
- 2.5. Financial Analysis: Accounts Receivable and Inventory Turnover Ratios

3. Optimization of Liabilities and Equity

- 3.1. Financing Using Current Liabilities, Notes Payable, and Contingencies
- 3.2. Long-Term Sources of Finance
- 3.3. Debt and Equity Financing and Earnings Per Share
- 3.4. Financial Statement Analysis Using Price-Earnings Ratio

4. Current Issues in Financial Accounting

- 4.1. International Financial Reporting Standards (IFRS)
- 4.2. Principle- Versus Rule-Based Standards and IFRS Fair Value Measures
- 4.3. Specific IFRS Standards
- 4.4. Financial Statement Presentation under IFRS
- 4.5. Integrated Revenue Recognition and the Implications of Adopting IFRS

5. Valuing Businesses

- 5.1. Financial Statements and Valuation
- 5.2. Accrual Accounting and Valuation: Pricing Book Value
- 5.3. Accrual Accounting and Valuation: Pricing Earnings
- 5.4. Business Valuation Methods in Practice
- 5.5. Corporate Restructuring, Corporate Governance, and Auditor's Role in Firm Valuation

6. Capital Budgeting

- 6.1. Capital Budgeting Decisions
- 6.2. Non-Discounting Models: Payback and Accounting Rate of Return
- 6.3. Discounting Models: The Net Present Value (NPV) Method and Internal Rate of Return (IRR)
- 6.4. NPV Versus IRR for Selecting Mutually Exclusive Projects
- 6.5. Basics of Modeling Capital Budgeting

7. Financial Modeling and Valuation

7.1. Using Assumptions and Building a Financial Model

7.2. Analysis, Valuation, and Planning

Literature:

- Bank for International Settlements. (2011). *Basel III: A global regulatory framework for more resilient banks and banking systems*. Retrieved June 21, 2016 from <http://www.bis.org/publ/bcbs189.pdf>
- Bodmer, E. (2014). *Corporate and project finance modelling: Theory and practice*. New York, NY: John Wiley & Sons.
- Chapman, C. S., Hopwood, A. G., & Shields, M. D. (2009). *Handbook of management accounting research* (Vol. 3). Amsterdam: Elsevier.
- Chew, D. H. (2001). *The new corporate finance: Where theory meets practice* (3rd ed.). Boston, MA: McGraw-Hill.
- Copeland, T. E., Weston, J. F., & Shastri, K. (2004). *Financial theory and corporate policy* (4th ed.). Reading, MA: Addison-Wesley.
- Cotter, D. (2012). *Advanced financial reporting: A complete guide to IFRS*. New York, NY: Financial Times Press.
- DePamphilis, D. (2015). *Mergers, acquisitions, and other restructuring activities* (8th ed.) (pp. 592–627). San Diego, CA: Academic Press.
- Gaughan, P. A. (2015). *Mergers, acquisitions, and corporate restructurings* (6th ed.). Hoboken, NJ: John Wiley & Sons.
- Groot, T., & Lukka, K. (2000). *Cases in management accounting: Current practices in European companies*. New York City, NY: Pearson Education.
- Jain, N.K. (2004). *Working capital management*. New Delhi, Dehli: A.P.H. Publishing Cooperation
- Koller, T., Goedhart, M., & Wessels, D. (2015). *Valuation: Measuring and managing the value of companies* (6th ed.). New York, NY: John Wiley and Sons.
- Sagner, J. (2014). *Working capital management: Applications and case studies* (pp. 1–32, 89–141). New York, NY: John Wiley & Sons.
- Shefrin, H. (2005). *Behavioral corporate finance*. Boston, MA: McGraw-Hill.
- Weston, F. J., Mitchell, M., & Mulherin, H. (2003). *Takeovers, restructuring and corporate governance* (4th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	<p>Self-study: 90 h</p> <p>Self-examination: 30 h</p> <p>Tutorials: 30 h</p>	

Module DLMBITPAM

Elective (*)

IT Project and Architecture Management

10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	IT Project and Architecture Management	
Module No.: DLMBITPAM	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ IT Project Management (DLMBITPAM01) ▪ IT Architecture Management (DLMBITPAM02) 		Workload: Self-study: 200 h Self-examination: 50 h Tutorials: 50 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ IT Governance and Service Management

Qualification and Educational Objectives of the Module:

IT Project Management:

Upon successful completion, students will be able to:

- To critically reflect the status of knowledge on IT project management.
- To set up an understanding of different IT project management formats (small, medium and large projects) and methods how to manage these different IT projects professionally
- To enable students to develop an IT management proposal as the fundament of a professional IT project management concept.
- To understand and integrate different IT management project plans (e.g. time plan, cost plan, resources plan, risk plan) and to integrate those modules to do an integrative IT project planning and controlling.
- To deepen the students understanding how to set up and to lead an IT project team and its core and/or extended team members.

IT Architecture Management:

Upon successful completion, students will be able to:

- To understand that having a well-defined IT architecture blueprint in place is key to success for IT organizations.
- To analyze the constraints of existing application, infrastructure and information/ data architectures.
- To know different types of IT application portfolio management.
- To proactively manage enterprise architecture patterns.
- To understand how to initiate change requests to change or extend the IT architecture if the introduction or modification of a service is not possible within a framework given.

Learning Content of the Module:**IT Project Management:**

- Students need to demonstrate a thorough understanding of project management concepts and tools applied to IT projects.

IT Architecture Management:

- Architecture Documentation
- Architecture Governance
- Enterprise Architecture Management (EAM)
- IT Application Portfolio Management
- Enterprise Architecture Patterns
- Architecture Framework: TOGAF

Teaching Methods: See the contributing course outlines**Literature:** See the contributing course outlines**Percentage of the Module Grade Relative to the Final Grade for the Program:**10 ECTS of 90 ECTS =
11.11 %**Prerequisites to Qualify for Assessment:**

See course outlines

Assessment:DLMBITPAM01:

Exam, 90 min (50 %)

DLMBITPAM02:

Written Assessment: Case Study (50 %)

Course No.: DLMBITPAM01	Course Title: IT Project Management	Hours total: 150
		Credit Points: 5
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: The purpose of this course is to introduce students to the concepts involved in IT project management. This is achieved through the development of an understanding of the fundamental tenets of project management enhancing the students' ability to apply their knowledge, skills and competencies in analyzing and solving IT project management problems. A special focus is put on the specifics of IT project organization, cost management and the human factor within IT projects.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ To critically reflect the status of knowledge on IT project management. ▪ To set up an understanding of different IT project management formats (small, medium and large projects) and methods how to manage these different IT projects professionally ▪ To enable students to develop an IT management proposal as the fundament of a professional IT project management concept. ▪ To understand and integrate different IT management project plans (e.g. time plan, cost plan, resources plan, risk plan) and to integrate those modules to do an integrative IT project planning and controlling. ▪ To deepen the students understanding how to set up and to lead an IT project team and its core and/or extended team members. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction: Characteristics of IT Projects

- 1.1. Risks and Challenges of IT Projects
- 1.2. Overview on Typical Roles and Phases of IT Projects
- 1.3. Role of an IT project Manager

2. Organizing the Work

- 2.1. Project Breakdown Structure, Work Packages
- 2.2. Prioritization
- 2.3. Time Planning, Milestones, Gantt-Diagram
- 2.4. Definition of Done

3. Cost Estimation and Controlling

- 3.1. Challenges of Cost Estimation in IT Projects
- 3.2. Estimation Techniques: 3-Point Estimation, Double Blind Expert Estimation, Function Points
- 3.3. Cost Controlling Using Earned Value Analysis
- 3.4. Risk Management

4. The Human Factor

- 4.1. Vision Keeping
- 4.2. Stakeholder Management
- 4.3. Conflict Management

5. Organizing Small and Medium Projects

- 5.1. Rational Unified Process (RUP)
- 5.2. Agile Software Processes

6. Organizing Large Projects

- 6.1. Prince2
- 6.2. Multi Project Management

Literature:

- Project Management Institute, (2013). *A Guide to the Project Management Body of Knowledge: PMBOK Guide*. ISBN 978-1935589679.
- Phillips, Joseph (2010). *IT Project Management: On Track from Start to Finish*. ISBN 978-0071700436.
- Hinde, David (2012). *PRINCE2 Study Guide*. ISBN 978-1119970781.
- Schwaber, Ken (2004). *Agile Project Management with Scrum*. Microsoft Professional. ISBN 978-0735619937.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Course No.: DLMBITPAM02	Course Title: IT Architecture Management	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: The course IT Architecture Management aims to enable students to define a blueprint for the future development of a particular IT landscape, taking into account service strategies and available technologies given to a IT service provider.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ To understand that having a well-defined IT architecture blueprint in place is key to success for IT organizations. ▪ To analyze the constraints of existing application, infrastructure and information/ data architectures. ▪ To know different types of IT application portfolio management. ▪ To proactively manage enterprise architecture patterns. ▪ To understand how to initiate change requests to change or extend the IT architecture if the introduction or modification of a service is not possible within a framework given. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction to IT Architectures

- 1.1. The Term “Architecture” in the Context of IT
- 1.2. Use Cases and Levels of IT Architectures
- 1.3. Overview on IT Architecture Management

2. Architecture Documentation

- 2.1. Structures, Components, and Interfaces
- 2.2. Processes and Applications
- 2.3. Domain Architecture

3. Architecture Governance

- 3.1. Roles and Committees
- 3.2. Processes and Decisions
- 3.3. Management of Architectural Policies

4. Enterprise Architecture Management (EAM)

- 6.6. IT-Strategy
- 6.7. Enterprise Architecture
- 6.8. Roles and Activities in EAM

5. IT Application Portfolio Management

- 5.1. Application Handbook
- 5.2. Portfolio Analyses
- 5.3. Planning the Application Landscape

6. Enterprise Architecture Patterns

- 6.1. Structures, Components, and Interfaces
- 6.2. Processes and Applications
- 6.3. Domain Architecture

7. Architecture Framework: TOGAF

- 7.1. Purpose and Overview on TOGAF
- 7.2. Architecture Development Method (ADM)
- 7.3. Guidelines & Techniques
- 7.4. Architecture Content Framework
- 7.5. Architecture Capability Framework

Literature:		
<ul style="list-style-type: none"> ▪ <i>TOGAF 9 - The Open Group Architecture Framework (TOGAF)</i>; The Open Group ISBN: 978-90-8753-230-7. ▪ Ross, J. W.; Weill, P.; Robertson, D. C. (2006). <i>Enterprise Architecture as Strategy, Creating a Foundation for Business Execution</i>. ISBN 9781591398394. ▪ Hanschke: <i>Enterprise Architecture Management</i>; Carl Hanser Verlag (2011) ISBN 978-3446426948. ▪ <i>Architecture Management Body of Knowledge: AMBOK Guide for Information Technology</i>; Issam Thabit Architecture Management Institute (2011) ISBN 978-0986862601. 		
Prerequisites to Qualify for Assessment:	▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass).	<input type="checkbox"/> X
	▪ Course evaluation	<input type="checkbox"/> X
Assessment:	▪ Written Assessment: Case Study	
Student Workload (in hours): 150	Self-study: 110 h Self-examination: 20 h Tutorials:20 h	

Module DLMBITGSM

Elective (*)

IT Governance and Service Management

10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	IT Governance and Service Management	
Module No.: DLMBITGSM	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ IT Service Management (DLMBITGSM01) ▪ IT Governance and Compliance (DLMBITGSM02) 		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ IT Project Architecture Management

Qualification and Educational Objectives of the Module:

IT Governance & Compliance:

Upon successful completion, students will be able to:

- Explain IT governance and compliance both as tools to achieve organisational goals and to satisfy regulatory requirements.
- Students will understand why an increasing government regulation over the process of handling sensitive data and also maintaining their confidentiality, integrity and availability requires an IT governance and compliance framework
- Students will know the different IT governance frameworks given, in particular the industry standard model COBIT.
- Students will be able to set out the processes and policies for administering and managing IT systems for ensuring compliance with local and international regulatory requirements such as the Basel II initiative.
- To understand that ensuring compliance with the IT governance framework can be a daunting task that requires constant collection, organisation, monitoring, analysis and reporting on event logs to detect and manage control-related activity.
- To get acquainted with IT governance and compliance monitoring tools ensuring that controls for information systems are effectively implemented, monitored and maintained. To understand the importance of marketing research methodologies in supporting key marketing management decisions.

IT Service Management:

Upon successful completion, students will be able to:

- To understand IT service management as being the enabler of information technology strategies and operations objectives
- To define the touchpoints between IT service management and management information systems
- Students will be able to differentiate between lightweight and heavyweight approaches to IT service management.
- To understand benchmarks and assessments to measure the capability of a service provider and its IT service management competences.
- To proactively apply IT services management tools and platforms based on current information technology research and advisory.

Learning Content of the Module:

IT Governance & Compliance

- Students get an in-depth knowledge about important IT governance and compliance rules & regulations.

IT Service Management

- Focuses on the nature and practice of IT services (programming, maintenance, IT after sales services) to keep IT systems running.

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines

Percentage of the Module Grade Relative to the Final Grade for the Program:

10 ECTS of 90 ECTS =
11.11 %

Prerequisites to Qualify for Assessment:

See course outlines

Assessment:

Module Exam, 180 min
(100%)

Course No.: DLMBITGSM01	Course Title: IT Service Management	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: This course focuses on the nature and practice of IT services to keep IT systems running. It introduces students to the work needed to provide IT as a service to organisations, mainly based on the IT Infrastructure Library (ITIL) which is the industry standard for this purpose. Besides IT systems programming and maintenance, the tool kit of IT after sales services will be discussed in detail.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ To understand IT service management as being the enabler of information technology strategies and operations objectives ▪ To define the touchpoints between IT service management and management information systems ▪ Students will be able to differentiate between lightweight and heavyweight approaches to IT service management. ▪ To understand benchmarks and assessments to measure the capability of a service provider and its IT service management competences. ▪ To proactively apply IT services management tools and platforms based on current information technology research and advisory. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction to IT Service Management

- 1.1. IT Services, Business IT Services
- 1.2. Service Level Agreement (SLA)
- 1.3. IT Service Management
- 1.4. Reference Models for IT Service Management

2. IT Infrastructure Library (ITIL)

- 2.1. Purpose and content of the IT Infrastructure Library
- 2.2. Service Live Cycle in ITIL
- 2.3. Overview on Service Strategy and Operational Processes
- 2.4. Continual Service Improvement

3. ITIL – Service Strategy

- 3.1. Business Relationship Management
- 3.2. Service Portfolio Management
- 3.3. Financial Management for Services
- 3.4. Demand Management

4. ITIL – Operational Processes: Service Design

- 4.1. Service Level Management
- 4.2. Service Catalogue Management
- 4.3. Availability Management
- 4.4. Service Continuity Management

5. ITIL – Operational Processes: Service Transition

- 5.1. Transition Planning and Support
- 5.2. Change Management
- 5.3. Service Asset and Configuration Management
- 5.4. Release and Deployment Management

6. ITIL – Operational Processes: Service Operation

- 6.1. Event Management
- 6.2. Incident Management
- 6.3. Problem Management
- 6.4. Request Fulfilment
- 6.5. Event Management

Literature:	
<ul style="list-style-type: none"> ▪ Orand, Brady (2011). <i>Foundations of IT Service Management with ITIL 2011: ITIL Foundations Course in a Book</i>. Create Space Independent Publishing Platform. ISBN 978-1466231320. ▪ Sturm, Rick (2000). <i>Foundations of Service Level Management</i>. 1st edition. Sams Publishing. ISBN 978-0672317439. ▪ van Bon, Jan (2007). <i>Foundations of ITIL V3</i>. Van Haren Publishing. ISBN 978-9087530570. 	
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). <input data-bbox="1342 714 1417 781" type="checkbox"/> X ▪ Course evaluation <input data-bbox="1342 840 1417 907" type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min.
Student Workload (in hours): 150	Self-study: 90 h Self-examination: 30 h Tutorials: 30 h

Course No.: DLMBITGSM02	Course Title: IT Governance and Compliance	Hours total: 150
		Credit Points: 5
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: IT governance and compliance is are key elements within the corporate governance as most modern businesses rely heavily on IT infrastructure for their success. It They details out the required leadership and organizational structures for maintaining and extending the Information Technology to meet the business strategies and objectives.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ Explain IT governance and compliance both as tools to achieve organisational goals and to satisfy regulatory requirements. ▪ Students will understand why an increasing government regulation over the process of handling sensitive data and also maintaining their confidentiality, integrity and availability requires an IT governance and compliance framework ▪ Students will know the different IT governance frameworks given, in particular the industry standard model COBIT. ▪ Students will be able to set out the processes and policies for administering and managing IT systems for ensuring compliance with local and international regulatory requirements such as the Basel II initiative. ▪ To understand that ensuring compliance with the IT governance framework can be a daunting task that requires constant collection, organisation, monitoring, analysis and reporting on event logs to detect and manage control-related activity. ▪ To get acquainted with IT governance and compliance monitoring tools ensuring that controls for information systems are effectively implemented, monitored and maintained. To understand the importance of marketing research methodologies in supporting key marketing management decisions. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Contents:

1. About IT Governance

- 1.1 Concept and definitions
- 1.2 The value of IT in the organization
- 1.3 Current state and perceptions
- 1.4 Governance, compliance and risk management in IT

2. Establishing IT Governance and Compliance

- 2.1 Assessment (survey, focus group, workshop, maturity)
- 2.2 IT Strategy (vision, mission, corporate culture, IT culture)
- 2.3 Tactics (strategic alignment, recruiting, management style, employee development)
- 2.4 Operations (targets, KPIs, process analysis, process reengineering)
- 2.5 Compliance (laws, regulations, policies, standards, good practises)
- 2.6 Performance (auditing, IT balanced scorecard)

3. The COBIT Framework

- 3.1 Overview of COBIT
- 3.2 The COBIT goals cascade
- 3.3 The COBIT process reference model
- 3.4 Deploying and implementing COBIT

4. IT Governance Frameworks

- 4.1 Quality management as a foundation (QM, QA, QC, QMS)
- 4.2 ISO 9000 family (principles, certification, auditing)
- 4.3 Maturity models (CMMI, SPICE, principles, capability level, maturity level, process areas)
- 4.4 Relationship to service and architecture frameworks (ITIL, TOGAF)
- 4.5 Relationship to IT security frameworks (ISO 27000 family)

5. Data Protection and IT Security

- 5.1 Data Protection (Basic concepts, legislation)
- 5.2 IT security management
- 5.3 IT security threats and attack scenarios
- 5.4 Countermeasures (firewall, demilitarized zone, ASLR, DEP, security awareness)
- 5.5 Cryptography (use cases, symmetric, asymmetric, hashing, encryption, RSA, DHM, ECC, PKI)

Module DLMBMMIIT

Elective (*)

Manufacturing Methods Industry 4.0 and Internet of Things

10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Manufacturing Methods Industry 4.0 and Internet of Things	
Module No.: DLMBMMIIT	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Internet of Things (DLMBMMIIT01) ▪ Manufacturing Methods Industry 4.0 (DLMBMMIIT02) 		Workload: Self-study: 180 h Self-examination: 60 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ Product Development and Design Thinking

Qualification and Educational Objectives of the Module:

Manufacturing Methods Industry 4.0:

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

- evaluate different manufacturing methods against given product and process requirements.
- define and design modern additive techniques in contrast to traditional manufacturing.
- assess and estimate the impact of current trends on manufacturing like cyber-physical systems to given manufacturing challenges and practical problems.
- apply modern processes like rapid prototyping, rapid tooling, and direct manufacturing.

Internet of Things:

Upon successful completion, students will be able to:

- distinguish and discuss a broad range of use cases for the internet of things (IoT).
- deeply understand and reflect the different perspectives on the internet of things.
- apply distinct techniques to engineer internet of things products.
- evaluate and identify appropriate IoT communication technology and standards according to given IoT product requirements.
- reflect on the resp. theoretical foundation, evaluate different approaches and apply adequate approaches on practical questions and cases.

Learning Content of the Module:

Manufacturing Methods Industry 4.0:

- Traditional manufacturing processes like forming and cutting as well as modern processes like rapid prototyping, rapid tooling, and direct manufacturing

Internet of Things:

- Consumer use cases and risks
- Business use cases and risks
- Social-economic issues
- Enabling technologies and networking fundamentals

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines		
Percentage of the Module Grade Relative to the Final Grade for the Program: 10 ECTS of 90 ECTS = 11.11 %	Prerequisites to Qualify for Assessment: See course outlines	Assessment: Module Exam, 180 min (100%)

Course No.: DLMBMMIIT01	Course Title: Internet of Things	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
<p>Course Description:</p> <p>The Internet of Things, once a rough vision, today becomes reality in a broad manner. There is a plethora of devices and services available to both consumer and businesses. From smart homes to smart cities, from smart devices to smart factories – internet of things technologies impact on our live and environment.</p> <p>This course follows a top-down approach, discussing a broad set of aspects connected with the internet of things. It starts with use cases and risks from customer and business perspectives and ends up with the technical foundation of the internet of things. To address the engineering perspective, a set of techniques is proposed.</p>		
<p>Course Objectives and Outcome:</p> <p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ distinguish and discuss a broad range of use cases for the internet of things (IoT). ▪ deeply understand and reflect the different perspectives on the internet of things. ▪ apply distinct techniques to engineer internet of things products. ▪ evaluate and identify appropriate IoT communication technology and standards according to given IoT product requirements. ▪ reflect on the resp. theoretical foundation, evaluate different approaches and apply adequate approaches on practical questions and cases. 		
<p>Teaching Methods:</p> <p>The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students, so they can study at a time, place, and pace that best suits their circumstances and individual learning style.</p>		

Course Content:

1. Introduction into the Internet of Things

- 1.1. Foundations and Motivation
- 1.2. Evolution of the Internet

2. Social and Business Relevance

- 2.1. Innovations for Consumers and Industry
- 2.2. Impact on Human and Work Environment
- 2.3. Work challenges: reorientation and requalification
- 2.4. Privacy and Security

3. Communication Standards and Technologies

- 3.1. Potential and technical challenges
- 3.2. Network Topologies
- 3.3. Network Protocols
- 3.4. Technologies

4. Data Storage and Processing

- 4.1. Linked data and RDF(S)
- 4.2. Semantic Reasoning
- 4.3. Complex Event Processing
- 4.4. NoSQL and MapReduce

5. Design and Implementation

- 5.1. Software Engineering for Distributed and Embedded Systems
- 5.2. Architectural Styles and Patterns
- 5.3. Platforms

6. Fields of Application

- 6.1. Smart Home/Living
- 6.2. Smart Buildings
- 6.3. Ambient Assisted Living
- 6.4. Smart Energy/Grid
- 6.5. Smart Factory
- 6.6. Smart Logistics
- 6.7. Smart Healthcare
- 6.8. Smart Agriculture

Literature:		
<ul style="list-style-type: none"> ▪ Chaouchi, Hakima. <i>The Internet of Things: Connecting Objects</i>. London: Wiley, 2013. ▪ Greengard, Samuel (2015). <i>The Internet of Things</i>. Cambridge, Massachusetts: MIT Press. ▪ Kellmereit, Daniel, and Obodovski, Daniel (2013). <i>The Silent Intelligence: The Internet of Things</i>. San Francisco: DND Ventures. ▪ Slama, Dirk, Puhlmann, Frank, Morrish, Jim, and Bhatnagar, Rishi M. (2016). <i>Enterprise IoT: Strategies and Best Practices for Connected Products and Services</i>. Beijing, Boston, Farnham, Sebastopol, Tokyo: O'Reilly. ▪ Weber, Rolf H., and Weber, Romana (2010). <i>Internet of Things: Legal Perspectives</i>. Berlin, Heidelberg: Springer-Verlag Berlin Heidelberg. http://site.ebrary.com/lib/alltitles/docDetail.action?docID=10395432. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox" value="X"/> <input type="checkbox" value="X"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 h Self-examination: 30 h Tutorials: 30 h	

Course No.: DLMBMMIIT02	Course Title: Manufacturing Methods Industry 4.0	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		Admission Requirements: None
Course Description: The aim of the course is to enable students to evaluate and identify appropriate manufacturing methods in the context of Industrie 4.0. For that purpose, the course provides a comprehensive introduction of such processes based on traditional, standardized manufacturing techniques that have influenced and are still influencing production processes through technological developments under the generic term Industrie 4.0. These include, in particular, technological advances in additive manufacturing processes that enable applications such as rapid prototyping, rapid tooling and direct manufacturing. Finally, the course deals with the consequences of the digitization and networking of production facilities and their elements in terms of a cyber-physical system.		References to Other Modules: Please see module description.
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ evaluate different manufacturing methods against given product and process requirements. ▪ define and design modern additive techniques in contrast to traditional manufacturing. ▪ assess and estimate the impact of current trends on manufacturing like cyber-physical systems to given manufacturing challenges and practical problems. ▪ apply modern processes like rapid prototyping, rapid tooling, and direct manufacturing. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction into Manufacturing Methods

- 1.1. Basic Concepts
- 1.2. Historical Development of Manufacturing
- 1.3. About the Long Tail

2. Manufacturing Methods

- 2.1. Casting and moulding
- 2.2. Shaping
- 2.3. Cutting Machining
- 2.4. Joining
- 2.5. Coating
- 2.6. Moulding
- 2.7. Subtractive manufacturing

3. Additive Manufacturing and 3D printing

- 3.1. Basics and Legal Aspects
- 3.2. Stereolithography
- 3.3. Selective Laser Sintering
- 3.4. Fused Deposition Modeling
- 3.5. Multi-Jet Modeling
- 3.6. 3D Printing
- 3.7. Laminating
- 3.8. Selective Mask Sintering

4. Rapid Prototyping

- 4.1. Definitions
- 4.2. Strategical and Operative Aspects
- 4.3. Application Scenarios

5. Rapid Tooling

- 5.1. Definitions
- 5.2. Direct and Indirect Methods

6. Direct/Rapid Manufacturing

- 6.1. Potentials and Requirements
- 6.2. Implementation Examples

7. Cyber-Physical Production Systems

- 7.1. Concepts
- 7.2. Cyber-Physical Systems
- 7.3. Cyber-Physical Production Systems
- 7.4. Impact on Design and Maintenance of Plants
- 7.5. Dynamic Reconfiguration and Migration of Plants

Module DLMBPDDT

Elective (*)

Product Development and Design Thinking

10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Product Development and Design Thinking	
Module No.: DLMBPDDT	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Product Development (DLMBPDDT01) ▪ Design Thinking (DLMBPDDT02) 		Workload: Self-study: 210 h Self-examination: 30 h Tutorials: 60 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ Manufacturing Methods Industry 4.0 and Internet of Things

Qualification and Educational Objectives of the Module:

Product Development:

Upon successful completion, students will be able to:

- know the basic definitions and principles of (new) product development.
- develop a deep understanding of the key skills in product development.
- discuss, differentiate and select appropriate product development approaches with respect to a given scenario.
- be familiar with digital product development tools and techniques like CAD, PDM and PLM.
- develop own solutions and approaches to academic and practical questions.
- discuss, evaluate and adapt different digital product development techniques and tools.

Design Thinking:

Upon successful completion, students will be able to:

- comprehend, critically reflect and adopt the Design Thinking mindset.
- discriminate between the different phases of Design Thinking micro-cycle.
- develop an in-depth understanding of the inspiration, ideation, and implementing phases.
- evaluate and identify appropriate methods out of the toolbox of human-centered design according to a given scenario.
- understand, apply and reflect on human centered design principles and will be able to identify the best approach for given design tasks and challenges.

Learning Content of the Module:

Product Development:

- Production planning and solution finding techniques
- Design tasks
- Product development approaches
- Digital product development and organizational aspects

Design Thinking:

- Design Thinking mindset
- Phases and distinct methods for inspiration
- Ideation, and implementation of products

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines		
Percentage of the Module Grade Relative to the Final Grade for the Program: 10 ECTS of 90 ECTS = 11.11 %	Prerequisites to Qualify for Assessment: See course outlines	Assessment: <u>DLMBPDDT01:</u> Exam, 90 min. (50 %) <u>DLMBPDDT02:</u> Written Assessment: Project Report (50 %)

Course No.: DLMBPDDT01	Course Title: Product Development	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: This course aims to provide basic work and problem solving methods for the successful development of products. It introduces the definition of key design tasks, various alternative product development approaches like flow-based product development or design thinking. Finally, the students will get familiar with the use of computer aided design (CAD) tools in order to develop a deep understanding of digital product development.		
Course Objectives and Outcome: Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> ▪ know the basic definitions and principles of (new) product development. ▪ develop a deep understanding of the key skills in product development. ▪ discuss, differentiate and select appropriate product development approaches with respect to a given scenario. ▪ be familiar with digital product development tools and techniques like CAD, PDM and PLM. ▪ develop own solutions and approaches to academic and practical questions. ▪ discuss, evaluate and adapt different digital product development techniques and tools. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction

- 1.1. Concepts of Industrial Production
- 1.2. Industry 4.0
- 1.3. Change of Production Factors
- 1.4. Current Trends in Product Development

2. Foundations of Product Development

- 2.1. Product Planning Techniques
- 2.2. Solution Finding Techniques

3. Design Tasks

- 3.1. Planning and Discovering
- 3.2. Creating
- 3.3. Representing and Modelling
- 3.4. Prototyping, Experimenting, and Evaluation
- 3.5. Deciding

4. Product Development Approaches

- 4.1. Flow-Based Product Development
- 4.2. Lean Product Process
- 4.3. Design Thinking
- 4.4. Human-Centered Design
- 4.5. Participatory Design
- 4.6. Open Innovation
- 4.7. Empathic Design

5. Digital Product Development

- 5.1. User Experience Strategy
- 5.2. Computer-Aided Design
- 5.3. Computer-Aided Quality
- 5.4. Product Data Management
- 5.5. Product Lifecycle Management

6. Organizational Perspective

- 6.1. Incremental, Platform, and Breakthrough Development
- 6.2. Building Teams
- 6.3. Political Issues in Organizations
- 6.4. Distributed New Product Development

Course No.: DLMBPDDT02	Course Title: Design Thinking	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: In this course, students will receive a hands-on introduction to human-centered design by the example of the Design Thinking method. Beyond conveying the individual basic principles, the procedures in Design Thinking are also examined in detail. In order to fully understand Design Thinking in terms of important aspects in practice, selected methods for the individual process steps are presented and applied on an example project. Students will learn to improve their design process by reflecting and adapting their activities.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ comprehend, critically reflect and adopt the Design Thinking mindset. ▪ discriminate between the different phases of Design Thinking micro-cycle. ▪ develop an in-depth understanding of the inspiration, ideation, and implementing phases. ▪ evaluate and identify appropriate methods out of the toolbox of human-centered design according to a given scenario. ▪ understand, apply and reflect on human centered design principles and will be able to identify the best approach for given design tasks and challenges. 		
Teaching Methods: The learning materials include guidelines, vodcasts, online tutorials, and forums. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:		
<ol style="list-style-type: none"> 1. Design Thinking Foundations 2. The Design Thining Mindsets 3. The Design Thinking Micro-Cycle 4. Inspiration Methods 5. Ideation Methods 6. Implementation Methods 		
Literature:		
<ul style="list-style-type: none"> ▪ TOGAF 9 - <i>The Open Group Architecture Framework (TOGAF)</i>. The Open Group. ISBN: 978-90-8753-230-7. ▪ Brown, T. (2008): <i>Design Thinking</i>. Harvard Business Review. June, S. 84–95. ▪ Brown, T. (2009): <i>Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation</i>. Harper Business. ISBN-13: 978-0061766084. ▪ IDEO.org (2015): <i>The Field Guide to Human-Centered Design</i>. IDEO.org. ISBN-13: 978-0-9914063-1-9. ▪ Kelley, T. and Kelley, D. (2013): <i>Creative Confidence: Unleashing the Creative Potential Within Us All</i>. Crown Business. ISBN-13: 978-0385349369. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> <input checked="" type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Written Assessment: Project Report 	
Student Workload (in hours): 150	Self-study: 120 h Self-examination: - Tutorials: 30 h	

Module DLMBDSA
Elective (*)
Data Science and Analytics
10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Data Science and Analytics	
Module No.: DLMBDSA	Semester / Term: 2 nd Semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Data Science (DLMBDSA01) ▪ Analytical Software and Frameworks (DLMBDSA02) 		Workload: Self-study: 200 h Self-examination: 50 h Tutorials: 50 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ Big Data

Qualification and Educational Objectives of the Module:

Data Science:

Upon successful completion, students are able

- to understand the techniques to store data how to identify use cases and evaluate the performance of data driven approaches.
- to understand how data are obtained, pre-processed and to prepared f them for analysis.
- to develop typologies for data and ontologies for knowledge representation.
- to decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- to understand the value, applicability, and limitations of artificial intelligence for data analysis.

Analytical Software and Frameworks:

Upon successful completion, students are able

- to understand how cloud computing and distributed computing support the field of data analytics.
- to understand in-memory database technologies for real-time analytics.
- to apply advanced statistics and machine learning solutions to solve data analysis problems.
- to compare the capabilities and limitations of the presented software solutions.
- to assist in decision-making for the most appropriate solution for a given business case.

Learning Content of the Module:

Data Science:

- Introduction to Data Science
- Data Storage Use cases and performance evaluation
- Pre-processing of Data
- Processing of Data
- Selected Mathematical Techniques
- Selected Artificial Intelligence Techniques

Analytical Software and Frameworks:

- Introduction
- Data Storage
- Statistical Modelling
- Machine Learning
- Cloud Computing Platforms
- Distributed Computing
- Database Technologies.

Teaching Methods: See the contributing course outlines		
Literature: See the contributing course outlines		
Percentage of the Module Grade Relative to the Final Grade for the Program: 10 ECTS of 90 ECTS = 11.11 %	Prerequisites to Qualify for Assessment: See course outlines	Assessment: <u>DLMBDSA01:</u> Exam, 90 min. (50 %) <u>DLMBDSA02:</u> Written Assessment: Written Assignment (50 %)

Course No.: DLMBDSA01	Course Title: Data Science	Hours total: 150
		Credit Points: 5
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: The course Data Science provides the theoretical framework for the scientific treatment of data to create value from data. After an introduction the course covers how to identify suitable use-cases and how to evaluate the performance of data driven methods. The course also covers techniques for the storage of data and its pre-processing to achieve a processable data foundation technical processing of data. Subsequently, the course then introduces advanced mathematical techniques and selected methods from artificial intelligence that are used to analyse data and to make predictions.		
Course Objectives and Outcome: Upon successful completion of the course, students are able <ul style="list-style-type: none"> ▪ to understand the techniques to store data to identify use-cases and evaluate the performance of data-driven approaches. ▪ to understand how data are pre-processed to prepare them for analysis. ▪ to develop typologies for data and ontologies for knowledge representation. ▪ to decide for appropriate mathematical algorithms to utilize data analysis for a given task. ▪ to understand the value, applicability, and limitations of artificial intelligence for data analysis. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction to Data Science

- 1.1. Overview Data Science
- 1.2. Sources of Data:
- 1.3. Introduction to Probability Theory

2. Use cases and Performance Evaluation

- 2.1. Identification of use cases for Data Science
- 2.2. Evaluation of Predictions

3. Data Storage

- 3.1. Data Clustering
- 3.2. Data Replication
- 3.3. Data Indexing
- 3.4. Data Warehousing

4. Pre-processing of Data

- 4.1. Transmission of Data
- 4.2. Data quality and cleansing of Data (inaccuracy, incompleteness, inconsistency, de-replication)
- 4.3. Transformation of Data (normalization, aggregation)
- 4.4. Reduction of Data Dimensionality
- 4.5. Data Visualisation

5. Processing of Data

- 5.1. Data Typology and Taxonomy
- 5.2. Ontologies in Information Science
- 5.3. Identity vs. Similarity Search
- 5.4. Establishing Mathematical Data Descriptors Stages of Data Processing
- 5.5. Methods and Types of Data Processing
- 5.6. Output Formats of the Processed Data

6. Selected Mathematical Techniques

- 6.1. Linear Regression
- 6.2. Principal Component Analysis
- 6.3. Clustering Geometric Transforms (translation, rotation, reflection)
- 6.4. Radial Transforms (RDF)
- 6.5. Integral Transforms (Hadamard, cosine, Fourier, Wavelet)
- 6.6. The K-Means Algorithm
- 6.7. Composite Tree Algorithm
- 6.8. Minimum Covariance Determinant
- 6.9. Support Vector Machines
- 6.10. Artificial Bee Colony (ABC) Optimization Time-Series Forecasting
- 6.11. Overview over further approaches

7. Selected Artificial Intelligence Techniques

- 7.1. Support Vector Machines
- 7.2. Machine Learning
- 7.3. Self-Organizing Maps (Kohonen Network)
- 7.4. Feedforward vs. Backpropagation Neural Networks
- 7.5. Counterpropagation Neural Networks Neural Networks and Deep Learning
- 7.6. Overview over further approaches:
- 7.7. Evolutionary Algorithms
- 7.8. Fuzzy Logic

Literature:

- Agrawal, A. (2018). *Prediction Machines: The Simple Economics of Artificial Intelligence*. Brighton, MA: Harvard Business Review.
- Hu, F. (2016). *Big Data: Storage, Sharing, and Security*. Boca Raton, FL: Auerbach Publications.
- Ciaburro, G., Venkateswaran, B. (2017). *Neural Networks with R: Smart models using CNN, RNN, deep learning, and artificial intelligence principles*. Birmingham: Packt Publishing.
- Kepner, J. Jananthan, H. (2018). *Mathematics of Big Data: Spreadsheets, Databases, Matrices, and Graphs*. Cambridge, MA: MIT Press.
- Russell, S.J., Norvig, P. (2015). *Artificial Intelligence: A Modern Approach*. New York: Pearson Education.
- Geron, A. (2017) *Hands-On Machine Learning with Scikit-Learn and TensorFlow*, O'Reilly Media Inc.

Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). 	<input type="checkbox"/> X
	<ul style="list-style-type: none"> ▪ Course evaluation 	<input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Course No.: DLMBDSA02	Course Title: Analytical Software and Frameworks	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: Analytical Software and Frameworks provides insight into contemporary software and platforms solutions for data analytics in business. The course particularly introduces The R Project for Statistical Computing, which provides software solutions for statistics and artificial neural networkThe course introduces relevant frameworks and software used in modern Data Science projects. Commercial and open-source for cloud computing, distributed computing and machine learning, as well as a commercial development platform for in-memory database analytics are covered. Additional software solutions may be covered by the lecturer as convenient.		
Course Objectives and Outcome: Upon successful completion of this course, students will be able to: <ul style="list-style-type: none"> ▪ understand how cloud computing and distributed computing support the field of data analytics. ▪ understand in-memory database technologies for real-time analytics. ▪ apply advanced statistics and machine learning solutions to solve data analysis problems. ▪ compare the capabilities and limitations of the presented software solutions. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction

- 1.1. Software Systems
- 1.2. Frameworks
- 1.3. Distributed Computing
- 1.4. Databases and Data Warehousing

2. Data Storage

- 2.1. Data Clustering
- 2.2. Data Replication
- 2.3. Data Indexing
- 2.4. Data Warehousing

3. Statistical Modelling Frameworks

- 3.1. The R Project for Statistical Computing
- 3.2. Artificial Neural Networks in R
- 3.3. Other Statistics SolutionsThe R Project for Statistical Computing
- 3.4. The Python ecosystem

4. Machine Learning & Artificial Intelligence

- 4.1. Overview over modern machine learning frameworks
- 4.2. Other Machine Learning SolutionsIntroduction to TensorFlow & Keras

5. Cloud Computing Platforms & On-Premise Solutions

- 5.1. Advantages and disadvantages of cloud, on-premise and edge solutions
- 5.2. Overview over cloud computing solutions

6. Distributed Computing

- 6.1. Overview over distributed computing approaches
- 6.2. Apache SparkOverview over streaming approaches
- 6.3. Other solutions

7. Database Technologies

- 7.1. Overview over database approaches

Literature:		
<ul style="list-style-type: none"> ▪ Chambers, B., Zaharia, M. (2018). <i>Spark: The Definitive Guide: Big Data Processing Made Simple</i>. Newton, MA: O'Reilly Media. ▪ Elmasri, R., Navathe, S.B. (2015). <i>Fundamentals of Database Systems</i>. 7th ed. New York: Pearson. ▪ Lander, J.P. (2017). <i>R for Everyone: Advanced Analytics and Graphics</i>. 2nd ed. Boston, MA: Addison-Wesley Professional. ▪ Lyubimov, D., Palumbo, A. (2016). <i>Apache Mahout: Beyond MapReduce</i>. North Charleston, SC: CreateSpace Independent Publishing. ▪ Modi, R. (2017). <i>Azure for Architects: Implementing cloud design, DevOps, IoT, and serverless solutions on your public cloud</i>. Birmingham: Packt Publishing. ▪ Valliappa Lakshmanan, V. (2018). <i>Data Science on the Google Cloud Platform: Implementing End-to-End Real-Time Data Pipelines: From Ingest to Machine Learning</i>. Newton, MA: O'Reilly Media. ▪ Walkowiak, S. (2016). <i>Big Data Analytics with R: Utilize R to uncover hidden patterns in your Big Data</i>. Birmingham: Packt Publishing. ▪ White, T. (2015). <i>Hadoop: The Definitive Guide: Storage and Analysis at Internet Scale</i>. 4th ed. Newton, MA: O'Reilly Media. ▪ Wittig, A., Wittig, M. (2018). <i>Amazon Web Services in Action</i>. 2nd ed. Shelter Island, NY: Manning Publications. ▪ Geron, A. (2017) <i>Hands-On Machine Learning with Scikit-Learn and TensorFlow</i>, O'Reilly Media Inc. 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> X <input type="checkbox"/> X
Assessment:	<ul style="list-style-type: none"> ▪ Written Assessment: Written Assignment 	
Student Workload (in hours): 150	Self-study: 110 h Self-examination: 20 h Tutorials: 20 h	

Module DLMBBD

Elective (*)

Big Data

10 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Big Data	
Module No.: DLMBBD	Semester / Term: 2 nd semester	Duration: Minimum of 1 semester
Module Type(s):	Elective	Regularly Offered in: WS / SS
Workload: 300h		Credit Points: 10
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Data Utilization (DLMBBD01) ▪ Application Scenarios and Case Studies (DLMBBD02) 		Workload: Self-study: 200 h Self-examination: 50 h Tutorials: 50 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Corporate Finance ▪ Data Science and Analytics

Qualification and Educational Objectives of the Module:

Data Utilization:

Upon successful completion, students are able

- to understand how identity, similarity and diversity of data can be utilized in problem-solving approaches.
- to differentiate between complicated and complex systems of investigation.
- to identify the variability of a problem under investigation.
- to differentiate between invariant and dynamic features of an investigated system.
- to synthesize the gained insights to propose a reliable data analytics solution.

Application Scenarios and Case Studies:

Upon successful completion, students are able

- to establish an application scenario for data science within a self-organized team.
- to identify requirements and appropriate technologies for data collection.
- to evaluate and select applicable technologies for data pre-processing and processing.
- to assess challenges and risks of the selected approach.
- to clearly define the outcome and value of the approach.
- to elaborate a conceptual design document and a presentation for decision-makers.

Learning Content of the Module:

Data Utilization

- Pattern Recognition
- Natural Language Processing
- Image Recognition
- Detection and Sensing
- Problem Solving
- Decision-making.

Application Scenarios and Case Studies:

- Agile Development
- Workflow overview
- Fields of application
- Sprint Planning; Sprint
- Sprint Retrospective
- Committee Presentation

Teaching Methods: See the contributing course outlines

Literature: See the contributing course outlines

Percentage of the Module Grade Relative to the Final Grade for the Program:

10 ECTS of 90 ECTS =
11.11 %

Prerequisites to Qualify for Assessment:

See course outlines

Assessment:

DLMBBD01:

Exam, 90 min. (50 %)

DLMBBD02:

Written Assessment: Case Study

Course No.: DLMBBD01	Course Title: Data Utilization	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Instructor / Course Coordinator: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: The course Data Utilization introduces case-based applications that take advantage of regularities and patterns found within continuously generated texts, images, or sensor data. The cases solve issues of pattern recognition, natural language processing, image recognition, detection and sensing, problem solving, and decision support. The cases are related to the application fields of cybersecurity, linguistics, augmented reality, intelligent transportation, problem solving, and decision support.		
Course Objectives and Outcome: Upon successful completion of the course, students are able <ul style="list-style-type: none"> ▪ to understand how identity, similarity and diversity of data can be utilized in problem-solving approaches. ▪ to differentiate between complicated and complex systems of investigation. ▪ to identify the variability of a problem under investigation. ▪ to differentiate between invariant and dynamic features of an investigated system. ▪ to synthesize the gained insights to propose a reliable data analytics solution. 		
Teaching Methods: The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.		

Course Content:

1. Introduction

- 1.1. The Meaning of Identity, Similarity, and Diversity
- 1.2. Data Patterns and Ontologies

2. Pattern Recognition

- 2.1. Analysis of User Interaction, Attitude, and Behavior
- 2.2. Predictive Analytics
- 2.3. Preventing the Unknown: User Behavior Analytics in Cybersecurity

3. Natural Language Processing

- 3.1. Concepts of Natural Language
- 3.2. Speech Recognition and Acoustic Modelling
- 3.3. Discerning the Meaning: Linguistics and Social Media

4. Image Recognition

- 4.1. Basics of Image Representation
- 4.2. Integral Transforms and Compression
- 4.3. Exploiting the Visual: Image Recognition for Augmented Reality

5. Detection and Sensing

- 5.1. Sensor Construction and Techniques
- 5.2. Intelligent Agents and Surveillance
- 5.3. Managing the Complex: Sensor Networks in Intelligent Transportation Systems

6. Problem Solving

- 6.1. Knowledge Sharing and the Cloud
- 6.2. Rule-Based Systems
- 6.3. Learning from Nature: Expert Systems in Business

7. Decision Support

- 7.1. Invariants, Determinants, and Alternatives in Decision-Making
- 7.2. Correlation and Causality in Strategic Decision-Making
- 7.3. Approaching the Crossroads: Dashboards and Visualization

8. Data Security and Data Protection

- 8.1. Securing Data storage and processing infrastructure against unauthorized access
- 8.2. Compliance and Regulations, GDPR

Literature:		
<ul style="list-style-type: none"> ▪ Strong, C. (2015). <i>Humanizing Big Data: Marketing at the Meeting of Data, Social Science and Consumer Insight</i>. London: Kogan Page. ▪ Wheeler, S.R. (2016). <i>Architecting Experience: A Marketing Science and Digital Analytics Handbook</i>. Singapore: World Scientific Publishing. ▪ Farzindar, A., Inkpen, D., Hirst, G. (2017). <i>Natural Language Processing for Social Media</i>. 2nd ed. San Rafael, CA: Morgan & Claypool Publishers. ▪ Bajcsy, P., Chalfoun, J., Simon, M. (2017). <i>Web Microanalysis of Big Image Data</i>. Berlin: Springer. ▪ Hsu, H., Chang, C., Hsu, C. (Eds) (2017). <i>Big Data Analytics for Sensor-Network Collected Intelligence</i>. Cambridge, MA: Academic Press. ▪ Delen, D. (2015). <i>Real-World Data Mining: Applied Business Analytics and Decision Making</i>. New York: Person. ▪ Pearl, J, Mackenzie D, <i>The book of Why</i>, (2018), Penguin 		
Prerequisites to Qualify for Assessment:	<ul style="list-style-type: none"> ▪ Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass). ▪ Course evaluation 	<input type="checkbox"/> <input type="checkbox"/>
Assessment:	<ul style="list-style-type: none"> ▪ Exam, 90 min. 	
Student Workload (in hours): 150	Self-study: 90 h Self-testing: 30 h Tutorials: 30 h	

Course No.: DLMBBD02	Course Title: Application Scenarios and Case Studies	Hours total: 150
Course Type: Elective Course Availability: In each semester Course Duration: 1 semester		Credit Points: 5 Admission Requirements: None
Course Coordinator / Instructor: Please see the current list of tutors on the Learning Management System.		References to Other Modules: Please see module description.
Course Description: This course provides an opportunity for students to work on application scenarios for data science in selected industry sectors. This allows the students to combine the learning objectives from the other modules in a setting which closely resembles further work applications: Starting from the identification of suitable application areas, a specific use – case is selected and a set of metrics and/or KPIs is selected which can be used whether the case-study is considered successful and leads to tangible benefit. A broad discussion on which data and type of data, where to obtain, store and process them allows students a detailed insights into many practical issues when dealing with data-driven projects, ranging from technical questions about infrastructure to data quality and relevant domain expertise. The actual work on the case-study starts with a creation of a detailed project plan which defines objectives, means and outcome and is then implemented using an agile project management framework. The course uses an eduScrum approach for self-organized learning. Besides an introduction to eduScrum, Sprint planning and Sprint retrospective, all classes are performed as Sprints by Student Teams, to achieve the goal as defined in the Product Backlog, which is maintained by the Product Owner (lecturer). The course closes with delivery of a design document and a final presentation in front of a committee of selected lecturers.		
Course Objectives and Outcome: Upon successful completion of this course, students are able <ul style="list-style-type: none"> ▪ to establish an application scenario for data science within a self-organized team. ▪ to identify requirements and appropriate technologies for data collection. ▪ to evaluate and select applicable technologies for data pre-processing and processing. ▪ to assess challenges and risks of the selected approach. ▪ to clearly define the outcome and value of the approach. 		

- to elaborate a conceptual design document and a presentation for decision-makers.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Introduction to Agile Frameworks

- 1.1. Scrum
- 1.2. Kanban
- 1.3. EduScrum

2. Workflow Overview

- 2.1. Introducing the eduScrum Approach
- 2.2. eduScrum Events and Artefacts
- 2.3. Definition of Time Boxes (stand up, planning, retrospective)
- 2.4. Team Formation and Selection of eduScrum Masters
- 2.5. Requirements and Acceptance Criteria

3. Fields of Application & case study setup

- 3.1. Overview on Fields of Application:
- 3.2. Definition of success
- 3.3. Selection of either of the fields (1 per team)
- 3.4. Summary of Product Backlogs

4. Data Sources

- 4.1. Identify potential internal and external data sources
- 4.2. Identify potential data types and data processing requirements
- 4.3. Identify potential data quality challenges
- 4.4. Sprint Planning
- 4.5. Sprint Planning Meeting
- 4.6. Definition of Done
- 4.7. Sprint
- 4.8. Sprint stand-up meeting
- 4.9. Sprint item processing

5. Sprint Retrospective Case study work

- 5.1. Creation of a project plan
- 5.2. Implementation of the case study using agile approach

6. Case study presentation

- 6.1. Case study presentation: Approach and key findings
- 6.2. Creation and submission of case study report

Module DLMBGE
Managing in a Global Economy
5 ECTS

Minimum length of the module: 1 semester

Admission requirements: None

Module Description

Module Title:	Managing in a Global Economy	
Module No.: DLMBGE	Semester / Term: 3 rd semester	Duration: 1 Semester
Module Type(s):	Compulsory	Regularly Offered in: WS / SS
Workload: 150 h		Credit Points: 5
Admission Requirements: None		Language of Instruction: English
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Managing in a Global Economy (DLMBGE01) 		Workload: Self-study: 90 h Self-examination: 30 h Tutorials: 30 h
Course Coordinator(s) / Tutor(s): Please see the current list of tutors in the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ Master of Business Administration (IUBH DL) ▪ Master International Management (IUBH SoBaM) ▪ MBA International Business (IUBH SoBaM) 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ Leadership ▪ Strategic Management

Qualification and Educational Objectives of the Module:

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

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Learning Content of the Module:

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

Teaching Methods: See the contributing course outline

Literature: See the contributing course outline

<p>Percentage of the Module Grade Relative to the Final Grade for the Program:</p> <p>5 ECTS of 90 ECTS = 5,66 %</p>	<p>Prerequisites to Qualify for Assessment:</p> <p>See course outline(s)</p>	<p>Assessment:</p> <p><u>DLMBGE01:</u></p> <p>Exam, 90 minutes (100 %)</p>
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Course No.: DLMBGE01	Course Title: Managing in a Global Economy	Hours Total: 150
		Credit Points: 5
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Admission Requirements: None
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		References to other Modules: Please see module description.
<p>Course Description:</p> <p>The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high.</p> <p>The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.</p>		

Course Objectives and Outcome:

On successful completion of this course, students will be able to:

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Teaching Methods:

The learning materials include printed and online course books, vodcasts, online knowledge tests, podcasts, online tutorials, and case studies. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

Course Content:

1. Introduction to Managing in a Global Economy

- 1.1. What is Globalization?
- 1.2. Facts on Globalization and the Global Economy
- 1.3. Theoretical Explanations for Globalization

2. The International Company and its Environment

- 2.1. International Companies and their Operations
- 2.2. Operational Patterns in International Markets
- 2.3. Assessment of the Environment for Internationalization

3. Culture and International Business

- 3.1. A Generic Perspective on Culture
- 3.2. Organizational Culture
- 3.3. Cultural Diversity and the Contemporary Manager

4. Strategy Development in International Business

- 4.1. Strategy in Globalized Business Operations
- 4.2. Strategy Concepts and Strategic Options
- 4.3. Managing Strategy

5. International Human Resource Management

- 5.1. Characteristics of International Human Resource Management
- 5.2. The Global Manager
- 5.3. Instruments in International Human Resource Management

6. Organization in International Business

- 6.1. Traditional Perspectives on Business Organization
- 6.2. Modern Views on Business Organization
- 6.3. Coordination and Control of Intra-Organizational Collaboration

7. International Marketing

- 7.1. Marketing in International Business
- 7.2. Strategic Choices in International Marketing
- 7.3. Marketing Mix Choices in International Marketing

8. Supply Chain Management and Accountancy in International Business

- 8.1. Supply Chain Management and International Business
- 8.2. Quality, Supplier Networks, and Inventory in Supply Chain Management
- 8.3. Accounting in International Business

Module
Capstone Project
25 ECTS

Minimum length of the module: 1 semester

Admission requirements:

Capstone Thesis: Completion of modules totaling a minimum of 50 ECTS

Capstone Thesis Defense: Submission of the Capstone Thesis

Module Description

Module Title:	Capstone Project	
Module No.: MBCP	Semester / Term: 3 rd semester	Duration: Minimum of 1 Semester
Module type(s):	Compulsory	Regularly offered in: WS / SS
Workload: 750 h		Credits: 25
Admission Requirements: <ul style="list-style-type: none"> ▪ <i>Capstone Thesis:</i> Completion of modules totaling a minimum of 50 ECTS ▪ <i>Capstone Thesis Defense:</i> Submission of the Capstone Thesis 		Language of Instruction: English or German
Contributing Courses to Module: <ul style="list-style-type: none"> ▪ Capstone Thesis (MBCP02) ▪ Capstone Thesis Defense (MBCP03) 		Workload: Capstone Thesis: 675 h Capstone Thesis Defence: 75 h
Course Coordinator(s) / Tutor(s): See the current list of tutors on the Learning Management System.		Module Director: n.n.
References to Other Programs: <ul style="list-style-type: none"> ▪ All MBA Programs in Distance Learning 		References to Other Modules in the Program: <ul style="list-style-type: none"> ▪ All modules in the MBA programs

Qualification and Educational Objectives of the Module:

A capstone project is a culminating activity that allows MBA students to demonstrate the knowledge and skills they have acquired during their MBA studies. It engages students in a project that focuses on an interest, career path, or academic pursuit that synthesizes different components of their master studies and applies them to a real life management perspective. It can take the form of a business plan or consulting project

The module capstone project consists of two components: a capstone thesis and a capstone thesis defense. Students will indicate that they are capable of applying their key knowledge and skills to one or more area(s) of personal interest and/or managerial issues, by planning, completing, and presenting a capstone thesis under the supervision of an academic supervisor. Students should be able to critically analyze and solve practical problems by applying academic research methods which strongly support the real life management decision processes.

During the capstone thesis defense students have to present their project findings and demonstrate that they are not only capable of independently producing a capstone thesis but also that they can justify their findings and recommendations in accordance with academic and managerial requirements.

Course Content of the Module:

- Capstone Thesis
- Capstone Thesis Defense

Teaching methods: See the contributing course outline(s)

Literature: See the contributing course outline(s)

Percentage of the Module Grade of the Total Final Grade of the Program:

25 ECTS of 90 ECTS =
27.8%

Prerequisites to Qualify for Assessment:

None

Assessment:

MBCP02:
Capstone thesis
(90%), approx. 60 pages

MBCP03:
Capstone thesis defense
(10%), 45 minutes

Course No.: MBCP02	Course Title: Capstone Thesis	Total Hours: 675
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Credits: 22.5 Admission Requirements: Completion of modules totaling a minimum of 50 ECTS
Course Coordinator / Instructor: See current list of tutors on the Learning Management System.		References to Other Modules: All modules in the MBA program.
Course Description: The students independently prepare the written capstone thesis. The aim of the capstone thesis is to effectively apply the knowledge acquired throughout the MBA course to an academic paper that has a thematic reference to the MBA course. The thesis can consist of a business plan or a consulting report. The thesis is an independent piece of work, that, with the guidance of a supervisor, seeks to scientifically analyze and critically discuss a chosen issue, and suggest possible solutions. The topic should be chosen from the student’s area of specialization and the thesis should demonstrate their acquired competence in this area, whilst also enriching and rounding out the student’s academic knowledge. Completion of this course is designed to prepare the student for the needs of their future career path.		
Course Objectives and Outcome: In producing an academic paper, the students should demonstrate competencies acquired during their MBA studies as well as provide evidence of their acquired knowledge of a specific problem. The capstone thesis should follow the following criteria: <ul style="list-style-type: none"> ▪ The capstone thesis has to reflect the current academic knowledge regarding the chosen topic. ▪ The capstone thesis has to make use of respective theoretical knowledge specific to the chosen practical case, and should culminate in a number of recommendations regarding practical courses of action. 		
Teaching Methods: Individual support from the tutors and supervisors during the preparation of the capstone project is provided.		

Course Content:

The content of the capstone project shall be decided upon by the MBA student, together with their supervisor. However, supervisors have the right to recommend specific topics for students.

The capstone thesis can take the format of a business plan or consulting report.

A **business plan** should include, at least, the following points (Note: this is not a compulsory structure):

1. Summary
2. Description of the planned product/the service offer
3. Founding team
4. Market analysis
5. Marketing and sales planning
6. Company and organization
7. Financial planning
8. Literature

A **consulting report** should include, at least, the following points (Note: this is not a compulsory structure):

1. Summary
2. Problem description and circumstances
3. Advisory tasks:
 - 3.1. Goal setting and challenge
 - 3.2. Method
 - 3.3. Analysis
 - 3.4. Recommendation
4. Literature

Literature:

- Bailey, S. (2011). *Academic writing for international students of business* (3rd ed.). Abingdon: Routledge.
- Bender, S. L. (2003). *Producing the capstone project*. Dubuque, IA: Kendall Hunt Publishing.
- Swales, J. M., & Feak, C. R. (2012). *Academic writing for graduate students: Essential tasks and skills* (3rd ed.). Ann Arbor, MI: Michigan Series in English for Academic & Professional Purposes.

Assessment:	Written assessment: Capstone thesis (approx. 60 A4 pages)
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Student Workload (in hours): 675	Research academic writing: 675
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Course No.: MBCP03	Course Title: Capstone Thesis Defense	Total Hours: 75
		Credits: 2.5
Course Type: Compulsory Course Availability: In each semester Course Duration: 1 Semester		Admission Requirements: Submission of the Capstone Thesis
Course Coordinator / Instructor: See current list of tutors in the Learning Management System.		References to Other Modules: All modules of the MBA program.
Course Description: The thesis defense is undertaken after handing in the capstone thesis. It will take place at the invitation of the supervisor. A second examiner will also be present alongside the supervisor. The students have to prove that they have independently produced the content in the capstone thesis by providing a detailed presentation of their project. The thesis defense should consist of the most relevant information from the report (including methodology, research, project outcomes, and recommendations), followed by a question-and-answer round led by the supervisor.		
Course Objectives and Outcome: The main goal of the thesis defense is for students to provide evidence of their ability to transfer professional and methodological expertise to a practical case. In addition, student should demonstrate that he/she can actively take part in a thematically oriented discussion with a subject area expert. Last but not least, the thesis defense serves to provide students with the opportunity to display presentation-specific communication techniques in the context of a goal-oriented, academic interaction.		
Teaching Methods: The students need a laptop and will be provided with the appropriate technical materials for their presentation.		
Course Content: The capstone thesis defense consists of a presentation of the most important results of the capstone project followed by the student answering questions from the examiners/experts.		
Literature: ▪ Subject specific chosen by the student		

<p>Assessment:</p>	<p>Oral Assessment: Capstone Thesis Defense</p> <ul style="list-style-type: none"> ▪ Presentation (15 minutes) ▪ Oral examination (30 minutes) <p>The examiners of the capstone thesis defense evaluate the quality of the examination results according to the following evaluation criteria:</p> <ul style="list-style-type: none"> ▪ Understanding and application of a scientifically sound analysis ▪ Structure and content of the presentation ▪ Successful transfer of knowledge from the MBA to the practical case selected in the capstone project ▪ Quality of answers to the examination questions
<p>Student Workload (in hours): 75</p>	<p>Preparation: 74 Oral Exam: 1</p>