**BERLIN STUDY SEMESTER**

Spring Programme 2020: Module Outlines

(3rd year stream)

*Please check at our Module Overview first, which courses will be available for the upcoming term.*

**Modules for Exchange Students**

**Berlin as a place of German history, politics and culture**

<table>
<thead>
<tr>
<th>Duration: One Semester</th>
<th>Module N.: 115007/121010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units: This module is not subdivided</td>
<td>Credits: 1/2.5</td>
</tr>
<tr>
<td>Language of Tuition: English</td>
<td>Level: Bachelor</td>
</tr>
<tr>
<td>Subject Area: Studium Generale</td>
<td>Assessment: Presentation if applicable and / or seminar paper if applicable</td>
</tr>
<tr>
<td>Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)</td>
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</tr>
</tbody>
</table>

**Objectives**

Foreign students are invited to get acquainted with German history, culture and politics by attending a series of lectures as well as engaging with everyday life and rhythm of contemporary Berlin.

**Content**

Students are invited to study German society and everyday life in Berlin in several ways as by Dynamic lectures (on German history, culture, and politics);

Visits to Berlin institutions of public interest (such as parliament and media);

Excursions and walks to important places of historic interest as well as of modern Berlin (architecture; streets; the ‘Bayerisches Viertel’ around the BSEL; Berlin’s industrial past; Berlin in the Cold War; the Brandenburg Gate and the Holocaust Memorial; Berlin’s present culture and subcultures).

**Recommended literature**

To be announced at the beginning of the seminar
Introduction to the German Economic System

Duration: One Semester
Units: This module is not subdivided
Language of Tuition: English
Subject Area: Studium Generale
Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)
Module N.: 115005
Credits: 2.5
Level: Bachelor
Assessment: Presentation if applicable and / or seminar paper if applicable

Objectives
Students will be introduced into the "Social Market Economy" with its most important modules in theory and how this model is working in reality. The most urgent problems which arose during practising SME in the last 20 years will be shown and analysed. Possibilities of reshaping the model will be discussed.

Content
- Development of the model of "Social Market Economy" after World War II in Germany;
- The specific German combination of a basically free market economy with a socially structured performance;
- Discussion of current problems especially the German insurance systems concerning old-age pensions, unemployment, and health.

Recommended literature

Intercultural Communication

Duration: One Semester
Units: This module is not subdivided
Language of Tuition: English
Subject Area: Studium Generale
Teaching Mode, contact hours: Tutorial (2 SWH = 33 academic units / 45 mins. each = 25 hours)
Module N.: INT-01
Credits: 3
Level: Bachelor
Assessment: Presentation if applicable and / or seminar paper if applicable

Objectives
The course “Intercultural Communication” aims to achieve the following objectives: - to deepen the general framework of intercultural communication that provides students with a
platform for further applications in the various fields of international business - to further sensitize the participants about their own cultural imprints and expand their knowledge about key cultures - to build knowledge in the cross-cultural management areas of presentations, negotiations, meetings, feedback, conflict-resolution, teambuilding, networking. At the end of the course students will be more aware of key factors that are decisive in international management. Special focus will be on organizational versus cultural values and the special skills necessary to be a successful manager across cultures.

Content

The course covers four major subject areas:
- Culture awareness advanced: deepening knowledge of own cultural imprints and intercultural instruments (i.e. cultural dimensions, cultural standards, assessment tools)
- Key factors in cross-cultural management
- Focus on specific target cultures selected by students
- Building effective cross-cultural teams (face-to-face and virtual)

Recommended literature


German language course for beginners (A-Level)

Duration: **One Semester**

Units: **This module is not subdivided**

Language of Tuition: **German**

Subject Area: 

Teaching Mode, contact hours: **class session (2 SWH = 44 academic units / 45 mins. each = 33 hours)**

Module N.: **INT-02**

Credits: **3**

Level: **Bachelor**

Assessment: **Written and oral examination (grading ratio 50%)**

Objectives

After completing the module the students have broadened and deepened their command of the German language. They have developed their written and oral communication skills further. In particular, they have practised using the language in a business context. The goal is to complete the module at the CEF/A1 level in accordance with the recommendations of the ERFA Wirtschaft programme.

Content

1. Listen and understand simple information about persons and the working environment
2. Understand simple written information like appointments and invitations
3. Record of short instructions in known speech
4. Exercise the ability to ask questions in the known subjects
5. Exercise the ability to answer questions in the known subjects
6. Write of short messages and e-mails after given samples
7. Edit simple notes and texts in the known subject
### Service Management

#### Management

<table>
<thead>
<tr>
<th>Duration: <strong>One Semester</strong></th>
<th>Module N.: DL-104</th>
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</thead>
<tbody>
<tr>
<td>Units: Corporate Management, Personnel Management, Controlling</td>
<td>Credits: 6</td>
</tr>
<tr>
<td>Language of Tuition: <strong>English</strong></td>
<td>Level: Bachelor</td>
</tr>
<tr>
<td>Subject Area: <strong>Business</strong></td>
<td>Assessment: Written examination, seminar paper (if applicable), grading ratio 75:25%</td>
</tr>
<tr>
<td>Teaching Mode, contact hours: Seminar Lecture (7 SWH = 77 academic units / 45 mins. each = 58 hours)</td>
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</table>

#### Objectives

The students combine and align the experiences gained during their study and practical phases. They learn to analyse strengths, weaknesses, opportunities and threats and how to change structures and processes in an organization, so as to lead it to success. The students know the fundamental social-science theories and concepts on personnel management. They are proficient in using the essential tasks, tools and principles of management and leadership. They have brought first leadership responsibilities into play in practice by means of case studies and group exercises. They have a sound knowledge of important controlling tools and are able to manage a company and its departments strategically towards yielding profit.

#### Content

**Entrepreneurship**
- Strategic management: situational analysis, vision/mission, corporate strategies, strategy implementation (eg. Balanced Score Card)
- Quality management: Kaizen, TQM, EFQM, Process Reengineering
- Value chain management: system thinking, supply chain management, customer relationship management
- Change management: OD, Business Reengineering, mergers & acquisitions, learning organization

**Personnel Management**
- Leadership and leadership success (in various ages and cultures)
- Insights from organizational and business psychology
- Tasks of effective leadership: Conveying goals/meaning – Planning and organizing – Decisions – Monitoring – Development & support
- Motivation and demotivation
- Principles of effective leadership: Result orientation – Focus on the essentials – Leadership ethics

**Controlling: concept, modules and organization of operational controlling**
- Target, action planning and budgeting
- Cost and profit control with variance analyses
- Countermeasures
- Controller's report

<table>
<thead>
<tr>
<th>Recommended literature</th>
<th>Entrepreneurship:</th>
</tr>
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</table>
**Consulting**

<table>
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<tr>
<th>Duration: One Semester</th>
<th>Module N.: DL-402-12</th>
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<tbody>
<tr>
<td>Units: This module is not subdivided</td>
<td>Credits: 5</td>
</tr>
<tr>
<td>Language of Tuition: English</td>
<td>Level: Bachelor</td>
</tr>
<tr>
<td>Subject Area: Business</td>
<td>Assessment: Written Exam, if applicable seminar paper or presentation</td>
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### Objectives

In this module, students gain an overview of the structure and importance of the consulting sector. They become acquainted with the fundamental strategies and positioning options of consulting companies. They understand the stages and steps of a consulting project, from initial acquisition to successful completion. The students learn how to work with key concepts, methods and tools required in consulting and can apply these in specific case studies.

### Content

1. The consulting market (trends, approaches, consultant profiles)
2. The marketing side of consulting (initial contact and acquisition)
3. Joint definition of the problem (actual state analysis and project goal-setting)
4. Problem-solving (the creative process, development of a target concept, presentation)
5. Ongoing implementation (project work, dealing with drawbacks, quality assurance)
6. Project completion and assessment
7. Confidence-building and relationship management
8. The most important concepts, methods and tools.

### Recommended literature

- Chereau, Philippe & Meschi, Pierre-Xavier Strategic Consulting: Tools and Methods for Successful Strategy Missions, Cham, Switzerland, Palgrave Macmillan. 2018
## Service Operations

**Duration:** One Semester  
**Units:** Basics & Strategies, Processes & Productivity, eServices & Digitalization  
**Language of Tuition:** English  
**Subject Area:** Business  
**Teaching Mode, contact hours:** Seminar Lecture  
(2 SWH = 99 academic units / 45 mins. each =75 hours)

| Module N.: | DL-108 |  
| Credits: | 9 |  
| Level: | Bachelor |  
| Assessment: | Written Exam and/or seminar paper and/or project report |

### Objectives

Students are imparted the essential basics of service operations. They become familiar with the core phases of service operations and how these can be developed effectively and efficiently.

They know the challenges involved in the typical processes of service operations, taking into consideration their internal and external orientation, and are in a position to identify key problems that they can counter with specific solution proposals.

For this purpose, the Module is divided into three parts: Part module I (Basics & Strategies): the students learn the basic terms and concepts for the production of services as well as the specific features of internal and external services. They can embed the service operation within a strategic framework and assess the efficacy of fundamental strategic alternatives such as mergers, acquisitions, outsourcing and offshoring.

Part module II (Processes & Productivity): the students become familiar with and apply the most well-known techniques of process development and improvement (e.g. SIPOC-Analysis or FEMA approach). They get an overview of typical concepts, methods and measures of increased productivity and enhanced performance within service operations, e.g. yield and capacity management, contact centers, the management of wait situations, self-services, and further, take account of the various areas of application.

Part module III (eServices & Digitalization): the students assimilate the importance of digitalization and electronic services for service operations. They gain insight into the possibilities of designing digital services, as well as examine and discuss selected digital models and evaluate them.

### Content

1. Part module I (Basics & Strategies)  
   1.1 Basic principles of Service Operations  
   1.2 Distinction between internal and external services and their specific features (e.g. Shared Services, ESS)
<table>
<thead>
<tr>
<th>1.3</th>
<th>Strategic framework for Service Operations (i.e. Corporate Planning, Organisation, Leadership)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>Strategic Alternatives (e.g. M&amp;A, Outsourcing, Offshoring)</td>
</tr>
<tr>
<td>2.</td>
<td>Part module II (Processes &amp; Productivity)</td>
</tr>
<tr>
<td>2.1</td>
<td>Basic principles of Process-Management and selected indicators</td>
</tr>
<tr>
<td>2.2</td>
<td>Upstream processes (including Service Solutions, Service Packages, Service Level Agreements)</td>
</tr>
<tr>
<td>2.3</td>
<td>Operation Processes (e.g. Types and Methods of Process Development and Optimization)</td>
</tr>
<tr>
<td>2.4</td>
<td>Downstream Processes (i.e. Complaint Management, Service Guarantees)</td>
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<tr>
<td>2.5</td>
<td>Performance improvement (i.e. Resource management, ServicScape, Capacity Management, Yield Management, Queue Management)</td>
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<tr>
<td>2.6</td>
<td>Increase in Productivity (i.e. Call Centers, Self-Services)</td>
</tr>
<tr>
<td>3.</td>
<td>Part module III (eServices &amp; Digitalization)</td>
</tr>
<tr>
<td>3.1</td>
<td>Background and Current Business Models</td>
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<tr>
<td>3.2</td>
<td>Ecosystems for eServices (Concepts, Roles, Applications)</td>
</tr>
<tr>
<td>3.3</td>
<td>Approaches, Measures and Digitalization Techniques</td>
</tr>
</tbody>
</table>

**Recommended literature**

- Bruhn, M.; Hadwich, K. (Hrsg.): Dienstleistungsproduktivität; Gabler; Wiesbaden; 2011.
- Christ, J. P.: Intelligentes Prozessmanagement – Markanteile ausbauen, Qualität steigern, Kosten reduzieren; Springer Gabler; Wiesbaden; 2015.
- Dressler, S.: Shared Services, Business Process Outsourcing und Offshoring; Springer; Wiesbaden; 2015.
- Hofstetter, H.: Dienen und Leisten - Welcome to Service Science; Oldenbourg; München; 2012.
- Lasshof, B.: Produktivität von Dienstleistungen; Gabler; Wiesbaden; 2006.
- Owusu, G.; et al: Transforming Field and Service Operations; Springer; Heidelberg; 2014.
- Parker, David W.: Service Operations Management – The total Experience; Elger; Cheltenham; 2012.
Elective Modules

Business English

Duration: One Semester
Units:
This module is not subdivided
Language of Tuition:
English
Subject Area:
Business
Teaching Mode, contact hours:
Seminar Lecture
(6 SWH = 77 academic units / 45 mins. each = 50 hours)

Prerequisites for Participation
High School/Baccalaureate-level of English, minimum lower intermediate level, B1 CEF
Placement test Business English

Objectives
The students are able to plan and conduct business meetings. They have gain basic knowledge in conducting negotiations. They know the basic presentation techniques and their use. They can produce job application documents and prepare for job interviews.

Content
Authentic written and audio texts from the areas of management, production, financing and economics provide the basis for strengthening students’ written and oral skills. Students learn the principles of written communication after British and American standards, in particular in the form of letters, e-mails, summaries and articles. They practice presentation techniques in English.

Recommended literature
# Event Management

<table>
<thead>
<tr>
<th>Duration: <strong>One Semester</strong></th>
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<tbody>
<tr>
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<td>Subject Area: <strong>Business</strong></td>
</tr>
<tr>
<td>Teaching Mode, contact hours: <strong>Seminar Lecture</strong> (2 SWH = 77 academic units / 45 mins. each = 58 hours)</td>
</tr>
<tr>
<td>Module N.: <strong>DL-401-12</strong></td>
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<tr>
<td>Credits: <strong>5</strong></td>
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<tr>
<td>Level: <strong>Bachelor</strong></td>
</tr>
<tr>
<td>Assessment: <strong>Assignment and/or examination</strong></td>
</tr>
</tbody>
</table>

## Objectives

The students are able to plan and organize all the needed activities for a given event. They use structured methods of planning and realization. They know about the legal aspects and consider time and budget lines.

## Content

Elaboration of a masterplan for general event management, as e.g. for: an excursion, an expert conference, a bachelor ball etc.

Structure and description of the different needed activities and services for the realization of the event. For example for:

- Financing, Sponsoring
- Public Relations
- Booking, Ticketing, Accounting, etc.
- Artists, Lecturers
- Catering
- Cleaning
- Security
- Cloakroom
- Temporary buildings and structures
- Furniture
- Event Technique
- Marketing (printed objects etc.)
- Fire Protection
- etc.

## Recommended literature

# Cross Cultural Management I

<table>
<thead>
<tr>
<th>Duration:</th>
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<tbody>
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</tr>
<tr>
<td>Subject Area:</td>
<td>Business</td>
</tr>
<tr>
<td>Teaching Mode, contact hours:</td>
<td>Seminar Lecture (6 SWH = 66 academic units / 45 mins. each = 50 hours)</td>
</tr>
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<tr>
<td>Credits:</td>
<td>5</td>
</tr>
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<td>Level:</td>
<td>Bachelor</td>
</tr>
<tr>
<td>Assessment:</td>
<td>Written examination and oral examination, (grading ratio minimum 50% for written examination)</td>
</tr>
</tbody>
</table>

## Objectives

The students get an overview of cross-cultural approaches and research. They learn to identify stereotypes and get familiar with the concept of attributes and its role in a cross-cultural context. Students learn the concept of culture, of cultural self and the origins of cultures and sub-cultures and develop cultural sensitivity. They are able to take different perspectives and judge conflicts based on cultural differences. Students know about different types of communication and understand their effects on cross-cultural communication. They are able to apply and interpret different communication methods in a business context and are able to identify, judge and overcome potential misunderstandings. They improve their presentation style.

## Content

1. Cultural dimensions of international business:
   1.1 Overview and introduction to culture: Definitions of culture (national, corporate, etc.), layers of culture, Culture shock and reverse culture shock
   1.2 Theories, dimensions, metaphors and models for assessing cultural differences: E. Hall (high and low cultural context - directness and indirectness, proxemics and time approach), G. Hofstede (six dimensions of culture-related values), F. Trompenaars (dimensions, company metaphors, corporate cultures).
   1.3 Time and cultural differences (T. Cottle's Circle test): Concepts of time: sequential and synchronic activities (monochronic, polychronic), Past, present, future orientations to time, Body language, eye contact, touch, body distance, paralanguage. Lewin, Zaninelli: Public and private spheres.
2. Influence of culture on leadership (GLOBE), organization and motivation; challenges of multi-cultural teamwork.
3. Key skills of the international manager, Intercultural negotiations techniques
4. Women in international business
5. Key qualification skills: Presentation techniques in English

## Recommended literature

2002.

### Consulting

**Duration:** One Semester  
**Units:** This module is not subdivided  
**Language of Tuition:** English  
**Subject Area:** Business  
**Teaching Mode, contact hours:** Seminar Lecture  
(7 SWH = 77 academic units / 45 mins. each = 58 hours)

**Module N.: DL-402-12**  
**Credits:** 5  
**Level:** Bachelor  
**Assessment:** Written Exam, if applicable seminar paper or presentation

**Objectives**  
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**Recommended literature**  
Chereau, Philippe & Meschi, Pierre-Xavier Strategic Consulting: Tools and Methods for Successful Strategy Missions, Cham, Switzerland, Palgrave Macmillan. 2018  
FAZ-Institute, Consulting, Consulting 2014, Jahrbuch der Unternehmensberatung, Frankfurt, 2013  