



BERLIN STUDY SEMESTER

Programme Academic Year 2022/2023: Module Outlines

Please check at our [Module Overview first](#), which courses will be available for the respective term.

Studium Generale

Berlin as a place of German history, politics and culture

Duration: One Semester	Module N.: 115007/121010
Units: This module is not subdivided	Credits: 1/ 2,5
Language of Tuition: English	Level: Bachelor
Subject Area: Studium Generale	Assessment: Presentation if and / or seminar paper if applicable
Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)	
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	Module N.: 115005
Units: This module is not subdivided	Credits: 2,5
Language of Tuition: English	Level: Bachelor
Subject Area: Studium Generale	Assessment: Presentation if and / or seminar paper if applicable
Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)	
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	<ul style="list-style-type: none">- 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	<p>Abelshauser, Werner (2005): <i>The Dynamics of German Industry. Germany's Path toward the New Economy and the American Challenge</i>. New York, Oxford (Berghahn-books).</p> <p>Glossner, Christian L. (2010): <i>The Making of the German Post-War Economy: Political Communication and Public Reception of the Social Market Economy After World War II</i>", London (I.B. Tauris).</p> <p>Van Hook, James C. (2007): <i>Rebuilding Germany: The Creation of the Social Market Economy, 1945 - 1957</i>, Cambridge UK (Cambridge University Press).</p> <p>Podhostnik, Thomas (2002): <i>Aspects of the Social Market Economy: The History and Foundation of Social Market Economy</i>, Konstanz (didactmedia).</p> <p>Siebert, Horst (2005): <i>German Economy: Beyond the Social Market</i>, Princeton, (Princeton University Press).</p>



German language course for beginners (A-Level)

Duration: One Semester	Module N.: INT-02
Units: This module is not subdivided	Credits: 3
Language of Tuition: German	Level: Bachelor
Subject Area:	Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: 44 academic units / 45 mins. each = 33 hours	
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	<ol style="list-style-type: none">1. Listen and understand simple information about persons and the working environment2. Understand simple written information like appointments and invitations3. Record of short instructions in known speech4. Exercise the ability to ask questions in the known subjects5. Exercise the ability to answer questions in the known subjects6. Write of short messages and e-mails after given samples7. Edit simple notes and texts in the known subject
Recommended literature	Will be announced at the start of the course.



International Service Management (3rd year)

Management

Duration: One Semester	Module N.: BWL-M
Units: Corporate Management, Personnel Management, Controlling	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination, seminar paper (if applicable), grading ratio 75:25%.
Teaching Mode, contact hours: Seminar Lecture (5 SWH = 52 academic units / 45 mins. each = 58 hours)	

Objectives

Specialist knowledge and methodology

Students will be able to present and explain the fundamental social scientific concepts, theories and tasks of management. They will be able to identify and assess the challenges and problems associated with leadership in both a national and international context. They will be able to apply the most important principles and practical approaches to the management of people and companies.

Self-development:

Students will develop strategies for influencing the development of company and staff development. They will be able to subject their conceptions of management, co-operation and team-work to critical reflection.

Social skills:

Students will be able to work in a team to solve tasks and defend their positions with arguments.

Content

Company management (including Controlling)

1. Company Management

- Principles: levels and stakeholders, management roles, phases in the management process, current management concepts
- Principles: levels and stakeholders of management, management roles, phases in the management process, current management concepts
- Normative management and corporate governance: stakeholder v. shareholder concepts, responsible company management, elements and systems of corporate governance
- Strategic management: strategy processes and levels, strategic business units, market v. resource-based analyses, strategic options



on the corporate and business level, strategy assessment and implementation (e.g. balanced score card)

- International management: selecting, entering and cultivating the market
- Network-oriented approaches: co-operation, partnerships and strategic alliances

2. Controlling

- Terminology, objectives and concepts of performance management
- Fundamental aspects of operative controlling
- Cost and performance controlling with deviation analyses
- Performance figures and performance figures systems

Leadership

- Meaning, tasks involved and principles of effective leadership
- Management and management success (in various time periods and cultural contexts)
- Motivation and demotivation; the findings of organizational and occupational psychology
- Leading groups and international teams
- Instruments of leadership

Usually the module Company Management contains 22 hours of Controlling.

Recommended literature

General reading:

Northouse, Peter G. Leadership. Theory and Practice. 7. ed. Los Angeles, London 2015.

Draft, R.: *Management*, Cengage Learning 2015.

Further reading:

De Wit, B. / Meyer, R.: *Strategy: Process, Content, Context: An International Perspective*, Cengage Learning, 2010.

Horvath: *Controlling*, Vahlen Verlag.

Oswald, A. / Müller, W.: *Management 4.0. Handbook for Agile Practices*, 2017.



Human Resources Management and Organization

Duration: One Semester	Module N.: BWL-OP
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam, if applicable seminar paper or presentation
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	
Objectives	Students will be familiar with the most important concepts and methods of organization design and human resources management. Working in both disciplines they will be able to integrate the latest design principles in comprehensive theoretical relationships and can identify interactions between organization and human re-sources policy issues.
Content	Usually the module Organization and Human Resources Management contains 33 hours of Human Resources Management and 22 hours of Organization. <ul style="list-style-type: none">• The historical development of and most important theoretical approaches to organization research• Concepts and methods for the design of organization structures and processes• The drivers and dynamics of organizational change• Current approaches to organizational science• Theoretical approaches to human resources management• The central functions of human resources management such as human resources planning, procurement, evaluation, development, remuneration and controlling This module does not focus on leadership, which is taught as an independent unit in the Management module
Recommended literature	Robbins, Stephen. P.; Judge, Timothy A.: <i>Organizational Behavior</i> , 17. ed., Pearson 2017. Torrington, Derek; Hall, Laura; Atkinson, Carol; Taylor, Stephen: <i>Human Resource Management</i> , 10. ed., Pearson 2017



Recent Case Studies in International Management

Duration: One Semester	Module N.: IP-V4
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination or written examination (75%) and presentation (25%).
Teaching Mode, contact hours: Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)	
Objectives	<p>Working with knowledge gained from previous modules (see above), after taking this module, students will be able to apply their understanding of international management to recent case studies drawn from the sphere of international business. The case studies used will cover the most pressing up-to-date issues of international business, including the role of digitization, disruptive innovations, and recent protectionist sentiment. The case studies will be drawn from a range of industries, so as to cover the training companies' diverse business and service environment. Case studies may also be drawn directly from the training companies themselves. Students will work on the case studies in teams. Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none">• Creatively apply their international business knowledge to complex real world cases• Use systematic and structured approaches to develop well-grounded solutions to international business case studies• Present their solutions in a professional manner and defend them against critique <p>Work in project teams effectively and efficiently</p>
Content	<ol style="list-style-type: none">1. Case studies prepared individually for each course2. Recent case studies in international management3. Team work on the case studies4. Presentation and discussion
Recommended literature	<p>Bartlett, C.A., & Beamish, P.W. (2018). <i>Transnational Management. Text and Cases in Cross-Border Management</i> (8. ed). Cambridge: Cambridge University Press.</p> <p>Deresky, H. (2017). <i>International Management. Managing Across Borders and Cultures</i> (9. ed.). Harlow: PEARSON.</p> <p>Harvard Business Publishing Education (https://cb-hbsp.harvard.edu/cbmp/pages/content/cases).</p> <p>MIT Sloane School of Management (https://mitsloan.mit.edu/LearningEdge/Pages/Case-Studies.aspx)</p>



International Service Management (2nd year)

Finance and Investment

Duration: One Semester	Module N.: RW-FI
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	Module N.: RW-FI

Objectives	Specialist knowledge and methodology Students will receive an in-depth insight into selected areas of investment appraisal and the fundamental aspects of financial management. They will have an advanced in-depth understanding of the fundamental aspects of investment appraisal, company finance and the techniques of financial planning and control and will be able to apply these approaches to specific cases. Students will have an understanding of the specific features and consequences of insolvency law. Social skills: Students will be able to extend their existing business administration understanding in a reflexive fashion and subject it to critical analysis. This means that they will recognize the relevance of the issues which they study in terms of their contribution to stabilizing and developing their company and will be able to integrate this ability both within and outside a company context. Self-development: Students will develop a theoretically-grounded specialist and methodological understanding of the issues in-volved and analytic and problem-solving skills in the specified areas of investment and financial management. This means that they will acquire a qualification that equips them to perform operative and tactical (including strategic) tasks.
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Content	<p>How are financial decisions taken?</p> <ul style="list-style-type: none">• The general principles of investment calculation and finance How can we evaluate the prospects of an investment?•• Investment planning • Statistical procedures and their calculation •• Evaluating payment flows (dynamic procedure)• Investment decisions in a context of insecurity •• The integration of qualitative quantities in investment appraisal <p>How are such investments financed?</p> <ul style="list-style-type: none">• Financial planning and financial analysis• The types and sources of finance• Financial investments and returns <p>What are the fundamentals of insolvency law?</p> <ul style="list-style-type: none">• The fundamental aspects of security management• The differentiation of various insolvency proceedings• The tasks and legal positions of those involved in the proceedings• The determination and analysis of legal problems within the framework of insolvency proceedings, especially with regard to the right of rescission.
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Recommended literature	General reading: Block; S., Hirt, G. and Danielsen, B. <i>Foundations of Financial Management</i> , 17th Edition, McGraw-Hill, 2019. Bodie, Z.; Kane, A.; Marcus, A.: <i>Essentials of Investments</i> , McGraw-Hill Education. 2017 Further reading: Berk, J.; De Marzo, P. <i>Corporate Finance</i> , 2016, Addison Wesley; 4th Edition Brealey, R.; Myers, S.: <i>Principles of Corporate Finance</i> , McGraw-Hill Education. 2013, 11th Edition
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Service Operations

Duration: One Semester	Module N.: DLM-G5
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam and Presentation, grading ration 75:25
Teaching Mode, contact hours: Seminar Lecture (44 academic units / 45 mins. each = 33 hours)	
Objectives	Students will be able to explain the process of service creation and how this procedure can be made more customer-oriented. They will be familiar, and be able to deal with the challenges presented in the typical phases of the service process. They will have an understanding of the methods of capacity and demand management and will be able to apply them to case studies. They will be able to apply selected methods of capacity and demand management to a case study and will be able to maintain the appropriate documentation and present the results.
Content	<ol style="list-style-type: none">1. Basics and strategies<ol style="list-style-type: none">1.1. The characteristics and challenges of service operations1.2. The characteristics and objectives of service operations management1.3. Strategic alternatives (e.g. outsourcing, off-shoring, shared service centres)2. Service operations in the sales phases<ol style="list-style-type: none">2.1. The pre-sales phase (information & knowledge as a core skill), the perception and creation of needs (acquisition), problem analysis2.2. 2.2 The sales phase: selling (service package), negotiating techniques, customer interaction2.3. 2.3 The post-sales phase: customer service, dealing with complaints, customer retention



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3. Processes and process management
 - 3.1. Defining processes, managing processes, tools for process optimization
 - 3.2. Operations processes in the phases of service production
 4. Quality maintenance
 - 4.1. Service quality models
 - 4.2. Service level agreements
 5. Performance management
 - 5.1. Strategic and operative performance management
 - 5.2. Resource management and servicescape
 - 5.3. Capacity management, yield management and queue management
 6. Service productivity: externalization, shared services
 7. Managing internal services
 8. 8. Service operations in selected industries

Recommended literature

General reading:

Fitzsimmons, J. A.; Fitzsimmons, M. J.: *Service Management: Operations, Strategy, Information Technology*, McGraw-Hill, New York, 8. ed. 2013.
Johnston, R.; Clark, G.: *Service Operations Management: Improving Service Delivery*; 4 ed.; Pearson; 2012.

Further reading:

Christensen, J.: *Digital Business*: in *The Digital Age*; BOD; 2015.
Dressler, S.: *Shared Services, Business Process Outsourcing and Offshoring*; Springer; Wiesbaden; 2015.
Evans, P., Gawer, A., 2016: *The Rise of the Platform Enterprise. A Global Survey*; download: http://thecge.net/wp-content/uploads/2016/01/PDF-WEB-Platform-Survey_01_12.pdf; 14.12.16.
Maister, D.H.: *The Psychology of Waiting Lines*, www.davidmaister.com, 2005, download: 13 Aug 2012.
Owusu, G.; et al: *Transforming Field and Service Operations*; Springer; Heidelberg; 2014.
Parker, David W.: *Service Operations Management – The total Experience*; Edward Elgar Publishing; Cheltenham; 2012.
Pepels, W.: *Servicemanagement*, 2. ed; Oldenbourg; Munich; 2012.
Roebuck, K: *BPO - Business Process Outsourcing*; Emero; 2011.
Westerman, G.; et al.: *Leading Digital - Turning Technology into Business Transformation*; Harvard Business Review Press; 2014.
Whitmore, A., et al., 2015: "The Internet of Things – a survey of topics and trends," in: *Information Systems Frontiers*; April 2015; vol. 17, no. 2; pp. 261-274.



Market Development and Marketing in Selected International Locations

Duration: One Semester	Module N.: IP-G6
Units: This Module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam or Written exam and presentation (grading ratio 75:25)
Teaching Mode, contact hours: Seminar Lecture (44 academic units / 45 mins. each =33 hours)	

Objectives	<p>Whilst the previous module (IP-G4) concentrates on modes of foreign business expansion, this module (IP-G6) uses selected case studies of prospective international business locations to familiarize students with the processes of international market development and international marketing.</p> <p>Upon completion of the module, students will be able to:</p> <ul style="list-style-type: none">• Provide a step-by-step description of international market development and the complete set of tools and techniques requisite to this end. •• Design comprehensive international market development and marketing solutions for real world case studies drawn from business locations in emerging markets, the European Union, China, North America and Japan.• Work creatively to identify substantial primary and secondary data for global marketing research by addressing the relevant international business resources such as associations, government agencies etc.
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Content	<ol style="list-style-type: none">1. International market development and marketing: a step-by-step approach<ol style="list-style-type: none">1.1. Step 1: the selection of markets for entry (global marketing research)<ol style="list-style-type: none">1.1.1. Define the relevant segmentation criteria: market volume, market potential, industry structure, geographic location, cultural and social factors (e.g. language, religion, education), political and regulatory climate, demography and technology1.1.2. Develop appropriate segments1.1.3. Screening of markets/countries1.1.4. Choice of target markets/countries1.1.5. Country-specific and cross-country micro-segmentation1.2. Step 2: decisions pertaining to the timing and extent of market development: waterfall v. shower, con-centration v. diversification, global product/market portfolio.1.3. Step 3: designing the global marketing programme (product/services, pricing and terms of doing business, distribution channels, promotion strategies)
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- 1.4. Step 4: implementing and co-ordinating the global marketing programme (action plan, international marketing budgeting, marketing control)
2. Case study application of the step-by-step approach to selected locations
 - 2.1. Recent emerging markets cases
 - 2.2. Recent European Union cases
 - 2.3. Recent Chinese cases
 - 2.4. Recent North American cases
 - 2.5. Recent Japanese cases

Recommended literature

General reading:

Gillespie, K., & Hennessey, D. (2015). *Global Marketing* (4.ed.). New York and London: Routledge. Hollensen, S. (2017). *Global Marketing* (7.ed.). Harlow: PEARSON. Recent case study materials, distributed in class.

Further Reading:

Cavusgil, T., Ghauri, P.N., & Akcal, A. (2013). *Doing Business in Emerging Markets* (2ed.). Los Angeles SAGE.

Dima, A.M. (ed. 2018). *Doing Business in Europe*. Basel: Springer International Publishing.

Ambler, T., Witzel, M., & Xi, C. (2017). *Doing Business in China* (4.ed.). Abingdon and New York: Routledge.

Huysveld, P. (2017). *Mastering Japan Business*. No place of publication: Philippe Huysveld.

Academic Working Practices II

Duration: One Semester	Module N.: SK-04a
Units: This module is not subdivided	Credits: 2
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Active participation
Teaching Mode, contact hours: Seminar Lecture (22 academic units / 45 mins. each = 16,5 hours)	
Objectives	Working on the basis of existing research, students will develop a research project relevant to the area of business and economics. They will design a suitable investigation design to address their research question in a structured fashion and present it in a focused manner. They will evaluate the strengths and limitations of this design.
Content	Research aims: research in practice, the types of results of applied research (recommendations for action, prototypes, models, concepts) the formulation of research questions. Exactness and practicability, exposé and programme structure. Qualitative methods: demarcation to quantitative methods, the types of qualitative sampling, (interview, observation, case studies), case study selection,



field access and data collection (interviews, observations, documents and artefacts), documentation (protocol, transcription), the quality criteria of qualitative sampling, the analysis of qualitative data (coding), the presentation of results. Quantitative methods: demarcation to qualitative methods, the types of quantitative sampling (questionnaires, observation, secondary data) the design of sampling, the quality criteria of quantitative sampling.

Recommended literature

General reading:

Booth, W. C. et. al. (2016): **The Craft of Research**, Fourth Edition, University of Chicago Press.

HWR – Dep of Cooperative Studies (ed., 2014): *Binding Guidelines for Seminar Papers, Practice Transfer Reports (PTR), Research Projects and Bachelor's Theses*, current edition.

Macgilchrist, F. (2014): *Academic Writing*, UTB, Paderborn.

Myers, M. D. (2020), *Qualitative Research in Business and Management*, Sage, Thousand Oaks

Further reading:

Creswell, J. W. & Creswell, J.D. (2018): *Research Design: Qualitative & Quantitative Approaches and Mixed Methods*, 5th ed, Sage, Thousand Oaks.

Merriam, S. B. & Tisdell E. J (2015): *Qualitative Research: A Guide to Design and Implementation*, Jossey-Bass, San Francisco.

Intercultural Skills

Duration: **One Semester**

Module N.: **SK-04b**

Units: **This module is not subdivided**

Credits: **1**

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Active participation**

Teaching Mode, contact hours: **Seminar Lecture
(22 academic units / 45 mins. each =16,5 hours)**

Objectives

Students will obtain an overview of intercultural approaches and research. They will be able to identify stereotypes and will be familiar with the concept of attributions and its role in an intercultural context. Students will be familiar with the concept of culture, the cultural self and the origins of both cultures, sub-cultures, and will develop cultural sensitivity. They will be able to assume different perspectives and judge conflicts based on cultural differences. Students will be familiar with different types of communication and understand their effects on intercultural communication. They will be able to apply and interpret different communication methods in a business context and be able to identify, judge and overcome



potential misunderstandings. They will be able to integrate into another culture and to adapt to a multicultural (working) environment.

- Content
- Culture: definition, layers, dimensions, cultural models
 - The influence of culture on communication, leadership, teamwork and motivation; the challenges presented by multicultural teamwork
 - Intercultural negotiations and mediation techniques
 - Cultural adaptation and integration, culture shock
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Recommended literature

General reading:

- Deardorff, Darla K. (2013): *The Sage handbook of intercultural competence*, 2013.
- Bennett, M. (2013): *Basic Concepts of Intercultural Communication*, Intercultural Press, 2013.
- Maude (2016): *Managing Cross-Cultural Communication: Principles and Practice*, 2. ed., Palgrave.

Further reading:

- Adler, N. J.; Gundersen, A. (2008): *International dimensions of organizational behavior*, 5. ed, International ed, Cengage Learning Services, Cincinnati, 2008.
 - Hall, E. T.; Hall, M. R. (2000): *Understanding Cultural Differences. Germans, French and Americans*, Intercultural Press, Yarmouth Maine, 2000.
 - Hofstede, G.; Hofstede G. J. & Minkov, M. (2010): *Cultures and Organizations: Software of the Mind*. 3. ed, McGraw-Hill USA, 2010.
 - House, R.; Hanges, P. M; Javidan, M.; Dorma, P.; Gupta, V. (2004): *Culture, Leadership, and Organizations: The Globe Study of 62 Societies*, Thousand Oaks CA: Sage Publications, 2004.
 - Trompenaars, F.; Trompenaars, A. (1998): *Riding the Waves of Culture: Understanding Cultural Diversity in Global Business*, 2. ed, B&T, London, 1998.
 - Kluckhohn, F.; Strodtbeck, F. L. (1973): *Variations in Value Orientations*, Greenwood Press, London, 1973.
 - Triandis, H. C. (1995): *Individualism and collectivism*, Westview Pr, Boulder CO, 1995.
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Elective Modules

Business English

Duration: One Semester		Module N.: SP-401-31
Units: This module is not subdivided		Credits: 5
Language of Tuition: English		Level: Bachelor
Subject Area: Business		Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: Seminar Lecture (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	Cotton, D. et al.: <i>Market Leader</i> , Pearson Education Ltd 2006. Michler, F.; Welt, S.: <i>Industry Matters</i> , Cornelsen Verlag 2002. Payton, C.: <i>How to Pass English for Business</i> , Logophon Verlag 2008.	

Social Innovation

Duration: One Semester		Module N.: WPF-SI
Units: This module is not subdivided		Credits: 5
Language of Tuition: English		Level: Bachelor
Subject Area: Business		Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: Seminar Lecture (77 academic units / 45 mins. each = 50 hours)		



Objectives	Students discern the importance of effecting innovation towards resolving societal problems. They become familiar with methods of identifying and describing societal problems and can use creativity techniques in goal-oriented ways. They study the concepts of Design Thinking and Lego Serious Play as a means of developing innovation-oriented competencies. They are able to convert an idea into a comprehensive business plan and present it persuasively.
Content	<ul style="list-style-type: none">• Definition, types and societal/entrepreneurial importance of innovation; social innovation and „Social Impact“; social settings and conditions (Social Capital)• Fundamentals of Innovation Management• Processes and methods of social organization; Open Innovation and stakeholder integration• Creativity techniques and competencies (Design Thinking & Lego Serious Play, among others)• Innovation implementation and Entrepreneurship• Elements of a business plans / Business Model Canvas Project work: The implementation of an idea aimed towards solving a societal or ecological problem.
Recommended literature	<p>General reading: Ferragina, E. (2012) "Social Capital in Europe", Edward Elgar, Cheltenham / Northampton Grisolia F. and Ferragina, E. (2015) "Social Innovation on the Rise: yet another buzzword in a time of austerity1?", Salute e Società 1 (2015), 169-179. Mulgan G., Tucker S., Rushmanara A., Sanders B. (2007). Social Innovation. What it is, why it matters and how it can be accelerated. London: The Young Foundation. Murray R., Caulier-Grice J., Mulgan G. (2010). The Open Book of Social Innovation. London: The Young Foundation and Nesta. Westley, F., McGowan, K., Tjornbo, O. (2017). The Evolution of Social Innovation. London. Edward Elgar Press</p> <p>Further reading: Hubert A. (ed.) (2010). Empowering People, Driving Change: Social Innovation in the European Union. Brussels: BEPA – Bureau of European Policy Advisers. Mercator Forscherverbund (2012), Sozialunternehmer – Chancen für soziale Innovationen in Deutschland. Westley, F., Zimmerman, G., Patton, MQ (2006). Getting to Maybe: How the World is Changed. Toronto Random House</p>



Consulting

Duration: One Semester	Module N.: DL-402-12
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam, if applicable seminar paper or presentation
Teaching Mode, contact hours: Seminar Lecture (77 academic units / 45 mins. each = 58 hours)	
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	<ol style="list-style-type: none">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 assessment7. Confidence-building and relationship management8. 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 FAZ-Institute, Consulting, Consulting 2014, Jahrbuch der Unternehmensberatung, Frankfurt, 2013 Weinberg, G. M.: Secrets of Consulting: a guide to getting and giving advice successfully, Dorset House, New York, 1985. Worldwide Management Consulting Services Industry Report. 2018, Barnes Reports, 2017.

Change Management

Duration: One Semester	Module N.: WPF-CM
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor



Subject Area: **Business**

Assessment: **Written exam (100%) or written exam and (presentation or written assignment), with assessment ratio 75:25.**

Teaching Mode, contact hours: **Seminar Lecture
(77 academic units / 45 mins. each = 58 hours)**

Objectives	<p>On completing this module, students</p> <ul style="list-style-type: none">• have a sound understanding of the importance of change from a psychological, economic and sociological perspective;• are sensitized to internal resistance to change and to ways of handling such resistance;• are familiar with basic approaches and instruments relating to Change Management as well as their respective application conditions;• can evaluate various change strategies according to economic and social criteria;• are able to develop case-specific and well-substantiated procedural concepts, using a balanced mix of suitable change instruments; <p>can actively shape change processes, communicate these compellingly and gain support for proposed changes from others.</p>
Content	<ol style="list-style-type: none">1. Terms, examples and the nature of organizational change2. Organizational Change development model3. The willingness to embrace change on the part of organizations (as key factor)4. The management of planned change in organizations<ol style="list-style-type: none">4.1. Success factor 1: explain necessity4.2. Success factor 2: impart the aim4.3. Success factor 3: use existing strengths4.4. Success factor 4: make successes visible4.5. Success factor 5: provide top-level drive/initiative4.6. Success factor 6: win over those affected5. The interplay between increasing willingness to embrace change and managing a planned change6. Case studies



Recommended
literature

General reading:

Hayes, J.: The Theory and Practice of Change Management, London, 5. Aufl., 2018.

Further reading:

Burke, W.W.: Organizational Change – Theory and Practice, Thousand Oaks, 5. Aufl., 2018.

Gibbons, P.: The Science of Organizational Change, ohne Ort, 2019.

Lewin, K.: Frontiers in Group Dynamics, in: Human Relations 1947, 1(1), S. 5-41.

Van de Ven, A.H./Poole, M.S.: Explaining Development and Change in Organizations, in: The Academy of Management Review, 1995, 20(3), S. 510-540.



International Service Management (1st year)

Fundamentals of International Business

Duration: One Semester	Module N.: BWL-FB
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination (100%) or written examination and presentation (assessment ratio 75:25).
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	

Objectives	<p>The module provides an introduction to the field of international business and the specific challenges faced by companies conducting business across borders. Upon completion of the module, students will be able to:</p> <ul style="list-style-type: none">• Explain the relevance of cross-border management in today's business world.• Explain and critically discuss the economic rationale behind globalization.• Describe company internationalization processes and evaluate the feasibility of various export, equity and non-equity modes of expanding business abroad.• Understand and critically evaluate the trade-offs between efficiency, flexibility, and learning, associated with managing globally. Be able to develop solutions for balancing these trade-offs by working on case studies referring to the functional areas of management. <p>Understand cultural differences and handle them sensitively. Students will understand the interdependence of the international management modules of the degree programme.</p>
Content	<ol style="list-style-type: none">1. The globalization of business and the internationalization of companies: historical review, recent trends<ol style="list-style-type: none">1.1 Basic globalization data: trade, foreign direct investment, cross-border mergers and acquisitions1.2 Factors pushing globalization: technological, political, social, competitive1.3 Factors inhibiting globalization: technological, cultural, commercial, legal2. Theories of international trade and investment<ol style="list-style-type: none">2.1 Nation-level explanations (absolute advantage, comparative advantage, competitive advantage)2.2 Company-level explanations (the ADDING framework)3. Building the international presence of a company<ol style="list-style-type: none">3.1 International market opportunity assessment3.2 The choice of foreign operation modes: trade, contracts and foreign direct investment3.3 Switching and stretching foreign operation modes4. Turning the international presence of the company into a competitive advantage



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- 4.1 Opportunity assessment: the 9-field-matrix
 - 4.2 Building competitive advantage: concepts and examples
 - 4.2.1 Efficiency approaches
 - 4.2.2 Flexibility approaches
 - 4.2.3 Learning approaches
 - 4.3 Balancing trade-offs between efficiency, flexibility, and learning in functional areas of international management
 - 4.3.1 Research and development
 - 4.3.2 Sourcing, operations and digital networks
 - 4.3.3 Marketing and sales
 - 4.3.4 Human resources management.
 - 4.3.5 Financial management.
 - 4.3.6 Organization.
 - 5. Intercultural management.
 - 5.1 The cultural dimension.
 - 5.2 Why culture matters in international business.
 - 6. Culture-related skills.

Recommended literature

General reading:

Cavusgil, S. T., Knight, G., & Riesenberger, J. (2016). *International Business. The New Realities (4. ed., global ed.)*. Boston PEARSON.
Lassere, P. (2018). *Global Strategic Management (4. ed.)*. London: PALGRAVE.
Morschett, D., Schramm-Klein, H., & Zentes, J. (2015). *Strategic International Management. Text and Cases (3rd ed.)*. Wiesbaden: Springer Gabler.

Further Reading:

Ghoshal, S. (1987). "Global Strategy: An Organizing Framework," *Strategic Management Journal*, 8 (5), 425-440.
Thomas, D.C., & Peterson, M.F. (2018). *Cross-Cultural Management (4. ed.)*. Los Angeles: SAGE.

Financial Accounting

Duration: **One Semester**

Units: **This module is not subdivided**

Language of Tuition: **English**

Subject Area: **Business**

Module N.: **RW-FB**

Credits: **5**

Level: **Bachelor**

Assessment: **Written examination (100%) or written examination and presentation (assessment ratio 75:25).**

Teaching Mode, contact hours: **Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)**



Objectives	<p>Students will acquire knowledge pertaining to the tasks, contents and functions of financial accounting. They will be able to classify business issues in the accounting system and work independently to perform booking entries. They will acquire an overview of the fundamental aspects of the annual financial statement and make their own contribution to it.</p> <p>Through processing accounting tasks and case studies, students will acquire routine skills in accounting and generating an annual financial statement.</p>
Content	<ol style="list-style-type: none">1. An introduction to financial accounting as part of accounting2. The fundamental aspects of financial accounting (legal foundations, inventory and stock taking, balance, opening and closing balance sheets and the operating statement)3. The techniques of financial accounting (booking processes not affecting net income; booking affecting net income; proprietary account and private account; sales tax)4. Commercial bookings (merchandise traffic - gross and net method, payment transactions, human resources)5. Industrial bookings (production, consumption, change in inventory, total and sales accounting)6. Banking bookings (financial instruments, accounting groups)7. Closing entries for the annual financial statement (account closure, periodical ascertainment of profits, amortizations, appreciations, accruals and deferred income, reserves, latent taxes, development of the annual financial statement)
Recommended literature	<p>The latest editions of:</p> <p>Berkau, C. / Berkau, K.S.: Basics of Accounting. Part 1: Bookkeeping and Financial Accounting, Munich, 2018.</p> <p>Berkau, C. / Berkau, K.S.: Basics of Accounting. Part 2: Managerial Accounting, Munich, 2018.</p> <p>Döring / Buchholz: <i>Buchhaltung und Jahresabschluss</i>, Berlin.</p> <p>Engelhardt / Raffee / Wischermann: <i>Grundzüge der doppelten Buchhaltung</i>, Wiesbaden.</p> <p>Falterbaum et al.: <i>Buchführung und Bilanz</i>.</p> <p>Nothelfer, Robert: Financial Accounting: Introduction to German GAAP with exercises, Berlin / Boston, 2017.</p> <p>Schellin, Wolf-Dieter: An Introduction to the German Accountancy System: All you need - and not too much, 2017</p>

Cost Accounting

Duration: **One Semester**

Units: **This module is not subdivided**

Language of Tuition: **English**

Subject Area: **Business**

Module N.: **RW-KLR**

Credits: **5**

Level: **Bachelor**

Assessment: **Written Exam**



Teaching Mode, contact hours: **Seminar Lecture**
(66 academic units / 45 mins. each = 49,5 hours)

Objectives	Students will be familiar with the fundamental aspects of management accounting with a focus on cost accounting. They will be able to integrate management and cost accounting into the overall accounting system and separate it from other areas such as financial accounting, investment and finance. They will be in possession of the knowledge and skills required for the application of cost accounting procedures in the three stages of cost accounting (cost types, cost centres and cost object accounting) in both full cost accounting and direct costing systems. This will enable students to understand cost accounting approaches and decision-making processes and work independently to process specific case studies and other management accounting tasks.
Content	The position of management and cost accounting within financial and managerial accounting; cost type accounting (basic costs, costings-based cost types); cost centre accounting (the distribution of the primary overhead costs in cost analysis sheets, internal cost allocation, the establishment of cost rates); cost object accounting (cost object accounting and cost period accounting); full cost and direct cost systems (single stage and multi-stage profit contribution accounting) on an actual and budget cost basis; company decision-making on the basis of management accounting data (operative programme and procedure planning, make-or-buy decisions, the determination of price thresholds, break-even analyses etc.); selected cost management procedures (process cost accounting, target costing etc.).
Recommended literature	Berkau, C. / Berkau, K.S.: Basics of Accounting. Part 2: Managerial Accounting, Munich, 2018. Taschner, A. / Charifzadeh, M., Management and Cost Accounting: Tools and Concepts in a Central European Context, Weinheim, 2016



Project Management

Duration: One Semester	Module N.: DLM-G2
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Project documentation
Teaching Mode, contact hours: Seminar Lecture (55 academic units / 45 mins. each = 41 hours)	
Objectives	Students will be familiar with and be able to apply the established tools, processes and methods of project management. They will experience the competing demands of the magical triangle of completion date, costs and performance in project management. They will be familiar with the approach to and selected methods of classical project management and the principles of agile project management. They will be able to structure, manage and document a simple project. They can define and perform their role in the group and work as part of a team to complete tasks. Furthermore, they are able to identify, appraise and manage the central project stakeholders.
Content	<ol style="list-style-type: none">1. Projects and project management: demarcation and organization, project organization2. Project initialization: the definition of objectives, stakeholder and situation analysis, project charter3. Planning: structuring, target dates, cost estimation, resource, cost and risk planning4. Controlling: milestones, status report, change management5. Soft skills: team building, stakeholder-management, project communication6. Fundamentals of agile project management
Recommended literature	<p>General reading: Kerzner, H. R., <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i>, 12 ed., Wiley, Hoboken, 2017. Project Management Institute, <i>PmBok Guide</i>, 6 ed., 2017.</p> <p>Further reading: Maylor, H., <i>Project Management</i>, Prentice Hall; 4 revised edition (8. April 2010). Verzuh, Eric, <i>The Fast Forward MBA in Project Management</i>, 5 ed., Wiley, Hoboken, 2015.</p>