Fachhochschule Dortmund
University of Applied Sciences and Arts

Faculty of Business Studies

MODULE HANDBOOK

for the study program
Double Degree English Track
Bachelor International Business Management (B.A.)
(Examinationversion 2026)

Dear Double Degree Students,

We are glad that you have chosen our institution for studying two semesters at our faculty of business and obtaining the double degree in International Business Management (BA).

With our Double Degree FH Dortmund gives you the possibility to obtain an award from a German university with courses taught in English.

This course catalogue contains all the courses of the Double Degree and the corresponding course descriptions offered in this. Please notice that all courses are only offered annually and that the Electives are offered subject to demand.

We look forward to meeting you in person and wish you a good start in Dortmund!

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For Students who start their Studies at one of the Double Degree partner universities. The respective Double Degree agreements between the partner universities (Appendix 7) regulate which curriculum option is applied at FH Dortmund.

Option 1:

	Code Number	Name of the Module	Type of module	Event type	Exam type	ECTS	HPW	WT 5		ST 6		WT 7		Prerequisite for admission to the examination. Comments
								ECTS	HPW	ECTS	HPW	ECTS	HPW	
1	see Appendix 3	60 ECTS from the Electives	Wp	SV	MP	60	36	30	18	30	18			None
2	920260	30 ECTS Internship*	Pf			30						Internship		Compulsory attendance (regular attendance in accordance with Section 21(2) of the RahmenPO) 20 weeks in fulltime (750 hours) Assignment to be completed during the semester (in accordance with Section 21(2) of the RahmenPO): Practical report
Sum						90	36	30	18	30	18	30		

Option 2:

	Code Number	Name of the Module	Type of module	Event type	Exam type	ECTS	HPW	WT 5		ST 6		Prerequisite for admission to the examination. Comments
								ECTS	HPW	ECTS	HPW	
1	see Appendix 3	60 ECTS from the Electives	Wp	SV	MP	60	36	30	18	30	18	None
Sum						60	36	30	18	30	18	

Option 3:

	Code Number	Name of the Module	Type of module	Event type	Exam type	ECTS	HPW	WT 5		ST 6		Prerequisite for admission to the examination. Comments
								ECTS	HPW	ECTS	HPW	
1	see Appendix 3	30 ECTS from the Electives	Wp	SV	MP	30	18	30	18			
2	920260	30 ECTS Internship*	Pf			30				Internship		Compulsory attendance (regular attendance in accordance with Section 21(2) of the RahmenPO) 20 weeks in fulltime (750 hours) Assignment to be completed during the semester (in accordance with Section 21(2) of the RahmenPO): Practical report
Sum						60	18	30	18	30		

Option 4:

	Code Number	Name of the Module	Type of module	Event type	Exam type	ECTS	HPW	WT 5		ST 6		WT 7		ST 8		Prerequisite for admission to the examination. Comments
								ECTS	HPW	ECTS	HPW	ECTS	HPW	ECTS	HPW	
1	see Appendix 3	80 ECTS from the Electives	Wp	SV	MP	80	48	30	18	30	18			20	12	None
2	920260	30 ECTS Internship*	Pf			30						Internship				Compulsory attendance (regular attendance in accordance with Section 21(2) of the RahmenPO) 20 weeks in fulltime (750 hours) Assignment to be completed during the semester (in accordance with Section 21(2) of the RahmenPO): Practical report
3		Final Exam (Thesis)	Pf	SV	MP	10								10		Supervised and testified by home university
Sum						120	48	30	18	30	18	30		30	12	

* Section 19b (5) and the regulations for the internship semester apply.

WT = winter term
ST = summer term

Electives – Winter Term

Electives Winter Term (WT)*	Code No.	Term	Course Language	ECTS	HPW
International Accounting & Controlling	924110	WT	English	10	6
International and European Law	924120	WT	English	10	6
Organization & Project Management	924130	WT	English	10	6
Consumer Psychology & Marketing Research	924140	WT	English	10	6
Competitive Analysis	924150	WT	English	10	6
Value Based Management & Controlling	924160	WT	English	10	6
Business Growth Strategy	924170	WT	English	10	6
Digital Marketing	924180	WT	English	10	6

*Electives are offered subject to demand.

Electives – Summer Term

Electives Summer Term (ST)*	Code No.	Term	Course Language	ECTS	HPW
Finance & Investment Management	925110	ST	English	10	6
Sustainability	925120	ST	English	10	6
HRM and International Labour Law	925130	ST	English	10	6
Managing Risk	925140	ST	English	10	6
Sales Management	925150	ST	English	10	6
Business Analytics & Logistics	925160	ST	English	10	6
International Economics	925170	ST	English	10	6
Startup Management & Strategic Sourcing	925180	ST	English	10	6

*Electives are offered subject to demand.

WT = winter term
ST = summer term

Number	Titel
924110	**International Accounting & Controlling**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	3	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	International Accounting	Seminar Event				3
-	Controlling	Seminar Event				3

2 Learning Outcomes / Competencies

a. International Accounting

In an increasingly digital and globally interconnected economy, relevant and reliable information is essential for good decisions. Bookkeeping provides a shared starting point for recording business transactions, yet financial reporting rules differ across countries. How, then, should a sale, an equipment purchase or a possible obligation appear in financial statements used across borders? International Financial Reporting Standards (IFRS) provide a common framework for answering such questions and reporting a company's financial position and performance. In this course, students build on their introductory bookkeeping and financial accounting knowledge to work through selected cases and prepare parts of financial statements. They learn that applying IFRS is not always a matter of following a rule: relevant facts must be clarified, judgements justified and proposed solutions, including AI-supported ones, checked against authoritative IFRS sources.

After successfully completing the course, students will be able to ...

Knowledge and Understanding:

- LO1: explain the institutional and conceptual foundations of IFRS and the purpose and structure of IFRS financial statements.

Application and Generation of Knowledge:

- LO2: apply IFRS requirements to selected business transactions and financial reporting issues of low to medium complexity.
- LO3: prepare selected components of IFRS financial statements.
- LO4: evaluate AI-supported answers to financial reporting problems of low to medium complexity for accuracy, completeness and consistency with authoritative IFRS sources.

Communication and Cooperation:

- LO5: explain selected financial reporting issues to non-specialists in clear, technically accurate language.

Scientific Self-Understanding / Professionalism:

- LO6: justify whether a proposed accounting treatment under IFRS is supportable on the available information or whether further clarification or expert advice is required.

b. Controlling

Knowing what a product costs is only the beginning. Should a company accept a special order? How should it set or change a price? And how should it set prices between companies within the same international group? Building on their knowledge of cost accounting, students examine which information matters for such decisions and how budgets and variances support planning and control. They work through selected cases, formulate reasoned recommendations and assess when the available information is insufficient. Students also explore how digitalisation changes managerial accounting information and evaluate AI-supported solutions critically.

After successfully completing the course, students will be able to …

Knowledge and Understanding:

- LO1: explain the role of managerial accounting in planning, decision-making and control, in contrast to financial accounting.
- LO2: explain how digitalisation affects the generation and use of managerial accounting information.

Application and Generation of Knowledge:

- LO3: apply selected managerial accounting methods to problems of low to medium complexity involving cost analysis, planning and control.
- LO4: formulate reasoned recommendations for internal decisions on the basis of relevant managerial accounting information.
- LO5: evaluate AI-supported solutions to managerial accounting problems of low to medium complexity for accuracy, completeness and plausibility in light of their data sources, assumptions, uncertainties and methodological limitations.

Communication and Cooperation:

- LO6: explain selected managerial accounting issues to non-specialists in clear, technically accurate language.

Scientific Self-Understanding / Professionalism:

- LO7: assess whether a proposed internal decision is sufficiently supported by the available managerial accounting information or whether further clarification or expert advice is required.

3 Course Description and Course Structure

a. International Accounting

- Institutional and conceptual foundations of IFRS
- Recording business transactions and accrual accounting (including revenue recognition)
- Presentation of IFRS financial statements
- Internal control, cash and receivables
- Inventory and Merchandising Operations
- Property, plant and equipment and intangible assets
- Liabilities

b. Controlling

- The manager and management accounting
- Cost–volume–profit analysis
- Determining how costs behave
- Relevant information for decision making
- Activity-based costing
- Pricing issues and customer profitability analysis
- Motivation, budgets and responsibility accounting
- Flexible budgets, variances and management control
- Control systems and transfer pricing

4 Teaching Methods

Seminar-style lecture with application-oriented exercises completed individually and in small groups.

5 Participation Requirements

Formal: 40 ECTS must have been passed.
Knowledge and Competencies: Fundamentals of accounting, annual financial statements and cost accounting

6	**Examination Forms** The module assessment consists of a 90-minute written examination (100%) that assesses the learning outcomes above.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Felix Wenger **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. International Accounting** • Thomas, C. W.; Tietz, W. M.; Suwardy, T.; Koh, W. C.; Harrison, W. T., Jr.; Horngren, C. T. (2024). Financial Accounting: International Financial Reporting Standards (12th ed., Global Edition). Pearson Education Limited. **b. Controlling** • Bhimani, A., Horngren, C. T., Datar, S. M., & Rajan, M. V. (2023). Management and Cost Accounting (8th ed.). Pearson Education Limited.

Number	Titel
924120	**International and European Law**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	3	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	International Law	Seminar Event				3
-	European Law	Seminar Event				3

2 Learning Outcomes / Competencies

a. International Law

Knowledge and Understanding:

- Students know the difference between national law, international law and supra-national law.
- They have a widespread knowledge concerning the legal framework for international business and legal transactions.
- They generate basic knowledge on a number of important topics under public international law, including the sources of public international law, the relationship between international and national law, state responsibility, the international protection of human rights and treaty law.
- They utilize databases in international law and can apply them to different cases.
- They use generative AI as a supportive tool in the analysis of legal issues to critically review AI-generated results and to assess their legal soundness on the basis of suitable sources. In doing so, they reflect on the possibilities, limitations and risks of using generative AI.
- They can describe different levels of complexity of expatriate-contracts.
- They have the ability to distinguish between the different roles of supra-national and national legislation und jurisdiction
- They can apply AI tools for research and critically evaluate the results.

Application and Generation of Knowledge:

The students

- analyze, understand and describe legal texts, their content and environment,
- can work with the regulations in international agreements and various national laws independently and link them in compliance with the norm hierarchy,
- detect and identify risks of different types of international private contracts in a multinational enterprise or group,
- use techniques to analyze the pros and cons for the parties of an international contract,
- distinguish between the primacy of supra-national-law and its relation to national and European law,
- apply international treaties in a multi-lateral context on specific subjects like environmental and human right issues,
- acknowledge and evaluate the insights into international law issues on general value assessments.

Communication and Cooperation:

The students can/know/apply

- lead and coordinate teams in a results-oriented surrounding,
- present and prudently defend own results of research to fellow students,
- prepare an essay on academic standard and use legal sources.

Scientific Self-Understanding / Professionalism:

The students can/know/apply

- manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches,
- reflect operational challenges of a company in the background of social values,
- the interplay between legal regulation and institutional framework and the strategic outline of a company/institution and is able to derive an own mind on it,
- work out independent projects and ideas and act professionally in an international environment.

b. European Law

Knowledge and Understanding:

- Students know the difference between national law, international law and European law.
- They have a widespread knowledge concerning the legal framework for business and transactions under European competition law.
- They generate basic knowledge on a number of important topics under European law, including the four fundamental freedoms of the European Union.
- They utilize databases in European law and can apply them to different cases.
- They can describe different levels of complexity of contracts under European law.
- They know how national institutions have to apply European law on different levels (regulations, directions, decisions).

Application and Generation of Knowledge:

The students can/know/apply

- analyze, understand and describe legal texts, their content and environment,
- can work with the regulations in European agreements and various national laws independently and link them in compliance with the norm hierarchy,
- detect and identify risks of different types of European private contracts in a multinational enterprise or group,
- use techniques to analyze the pros and cons for the parties of a contract between different member states,
- apply the four fundamental freedoms on a case-to-case basis (freedom of goods, services, capital and persons),
- distinguish between the primacy of supra-national-law and its relation to national and European law,
- generate knowledge about the European institutions and their meaning for business activities in the European Union (especially in cases of antitrust and competition law).

Communication and Cooperation:

The students can/know/apply

- lead and coordinate teams in a results-oriented surrounding,
- present and prudently defend own results of research to fellow students,
- prepare an essay on academic standard and use legal sources.

Scientific Self-Understanding / Professionalism:

The students can/know/apply

- manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches,
- reflect operational challenges of a company in the background of social values,
- the interplay between legal regulation and institutional framework and the strategic outline of a company/institution and is able to derive an own mind on it,
- work out independent projects and ideas and act professionally in an international environment

3	**Course Description and Course Structure** The course provides a comprehensive and case-to-case orientated overview about the legal sources in international and European law. Specifically, it addresses the following key topics: **a. International Law** • Principles of international law and the fundamental treaties and agreements • Differences between international, European and national legislation and its functioning in practice • Significance of international legal institutions (WTO, UNCITRAL, International Criminal Court) • Dispute settlement mechanisms on an international level (arbitration and dispute settlement bodies) • Specific legal inputs of international treaties in the fields of human rights, environment and trade **b. European Law** • Regulations and directives in the field of competition and antitrust law • Hierarchy of legal acts in the field of European law • European digital strategy and its effect on future developments (data protection, data transfer, data sharing, artificial intelligence) • The application of the four fundamental freedoms of the EU law • Applicability of European law to non-European cases
4	**Teaching Methods** Seminars, Project Work, Presentations, Case Studies
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** Presentation during the course. 20 minutes (20%) and essay at the end. 20 pages (80%).
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Michael Bohne **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. International Law** Grützmacher, M. (ed.), Münchener Vertragshandbuch Band 3 Wirtschaftsrecht II, 8. Aufl., München 2020. Herdegen, M., Internationales Wirtschaftsrecht, 13th edition, München 2022. Herdegen, M., Principles of international economic law, 3rd edition, Oxford 2024. Klabbers, J., International law, 4th edition, Cambridge 2023. Ostendorf, P., International sales terms, 3rd edition, München 2022.

Twigg-Flesner, C., Foundations of international commercial law, Oxon 2022.

b. European Law

Adriaan, F.M. (ed.), European Corporate Law, 4th edition, Kluwer Law International 2022.

Fairhurst, J., Law of the European Union, 13th edition, Harlow 2020.

Herdegen, M., Europarecht, 25. Aufl., München 2025.

Peers, S., European Union Law, 4th edition, Oxfort 2023.

Streinz, R., Europarecht (Schwerpunktbereich, 3. Aufl., Heidelberg 2023.

Tritton, G., Intellectual Property in Europe, 6th edition, London 2022.

Number	Titel				
924130	**Organization & Project Management**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	Winter semester	Winter semester only	Core elective	10

1	**Events**	**Type of event**	**Planned group size**	**Workload**		**HPW**
				Contact-hours 90 h	**Self-study** 210 h	6
-	Organization	Seminar Event				3
-	Project Management	Seminar Event				3

2 Learning Outcomes / Competencies

a. Shaping Organizational Design

Knowledge and Understanding:

Students know the essential design components and theories (contingency approach etc.) for determining the Organization of a corporation und are familiar with the interrelationships of the elements. They know the potential of AI-Application for defining the Organization Design.

They know relevant requirements of the corporation with regard to competitors, customers and the general environment (in national and international spheres) as well as to internal factors like culture or leadership style.

Students understand how to recognize a need for change of Organizational Design. They realize its decisive role in the context of gaining and sustaining long term competitive advantages (in national and international industries).

Application and Generation of Knowledge:

Students are able to apply the basic concepts and tools of change management and restructuring the Organizational Design according to strategic objectives (with the help of AI-Tools).

They refer to processes of Organizational Development and Organizational Learning and make use of sophisticated techniques in order to analyze the organizational opportunities and threats.

They identify relevant behavioral patterns of groups and individuals (i.e. with regard to resistance) and develop strategies to cope with those requirements successfully.

Communication and Cooperation:

Students are able to lead and coordinate teamwork directed at solving problems in the context of (re-) organizing the company.

They are used to present complex proposals in the field of change management and organization.

Scientific Self-Understanding / Professionalism:

Students can adapt and transform concepts and methods in the field of change management and Organization Design to specific organizational challenges of a company.

b. Project Management

Knowledge and Understanding:

The students know

- the core issues of a project and various types of projects,
- the difference between projects, processes, and operational work,
- the main Project Management approaches (traditional, agile, hybrid),
- the main management elements of Project Management (Scope, Time, Resources, Cost, Risks, Organisation, Stakeholders, Communication, etc.)
- main agile frameworks as Scrum, Kanban, and Design Thinking
- criteria for success and failure in projects in particular in international projects,
- the main trends in project management.

Application and Generation of Knowledge:

The students are able

- to explain the main characteristics of a project (unique, objectives, time bounded, temporary organization, risky, etc.)
- to distinguish between projects, processes and tasks in a line organisation.
- to differentiate between different project types (internal / external, different size, functional view (Marketing, IT, organizational, production, etc.), classes (technology, outsourcing, operating, consulting, etc.), etc.)
- main characteristics of international projects
- to describe the project management core processes (initiating, planning, executing, controlling, closing) with the main tasks
- to apply main methods of traditional and agile Project Management (e.g. Stakeholder Matrix and Stakeholder Register, Work Breakdown Structure, Network Diagram, Gantt Chart, ,Resource Histogram, Cost Histogram. Risk Register, Project Organisational Structure, Responsibility Assignment Matrix, User Stories, Agile Estimation Methods), also in combination with AI
- to differentiate between the main Project Management approaches (traditional, agile, hybrid),
- to sequence work packages in a logical way
- to plan the required resources to the work packages and to derive a time estimation for the work packages
- to derived from the WBS, the resource allocation and the time estimation a network diagram in order to calculate the critical path and the buffers of the single work packages.

Communication and Cooperation:

The Students can/know/apply

- coordinate teams in a results-oriented fashion,
- present and prudently defend team results in a complex and demanding environment,
- improve cooperation among human resources in (international) projects and organizations,
- handle complexities while working in project teams,
- detect the HR competencies needed in a project or in an organization,
- develop team competencies among the members.

Scientific Self-Understanding / Professionalism:

The students can manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches, reflect operational challenges of a project and reflect own performance in a team.

3 Course Description and Course Structure

a. Shaping Organizational Design

- Shaping Organizational Design as a strategic task
- Basic concepts of change management and restructuring the Organization Design with regard to the needs of an International Corpporation
- Process of shaping Organizational Design within a strategic context (taking into account diverse national and cultural backgrounds)
- Methods and tools to be applied in the process of shaping Organizational Design (including AI-Tools)
- Organizational Development and Organizational Learning
- Organizational objectives and measures
- Organizational theory (contingency approach, path dependencies, etc.)

	• Organizational consequences of AI-Applications • Behavioral patterns of groups and individuals (i.e. resistance) • Methods in the context of reshaping the Organizational Design • Organizational measures referring the shaping process. **b. Project Management** This course focuses on the core issues of projects and project management and provides an overview of project characteristics and project management approaches and core methods. Projects are distinguished from ongoing activities in organizations. Projects have a well-defined goal and scope. Projects have a start and an end. Projects need a special organization - different from ongoing activities. Projects are installed to create something new, a new building, a new application system, or a new application of an existing system. Projects are unique and risky. In this course the terms and meanings of traditional, agile and hybrid project management are introduced. Cases are analysed and discussed in order to develop an understanding of projects. The discussions contain the typical project constraints as scope, time, work / budget, stakeholders, risks, etc. as well as criteria for success and failure, project context and organization. The course shows how projects can be organized. The latest developments concerning traditional, agile und hybrid project management are taught. The main trends in project management will be discussed. This module contains the following topics: • Characteristics of (international) projects • Separation of projects, processes and operational work • Different types of projects • Success factors of projects • Characteristics of Project Management • Different approaches of Project Management (traditional, agile hybrid) • Project Management Elements (Scope, Time, Resources, Cost, Risks, Organisation, Stakeholders, Communication, etc.) • Overview Project Management Methods (Project Canvas, Stakeholder register, Work Breakdown structure, Gantt Chart, Network diagram, Resource Plan, Resource Histogram, Cost Plan, Organizational Chart, Role Description, RACI Matrix, Communication Plan, ground rules, Risk register, User Stories, Retrospectives, Dailys etc.) • Trends in Project Management in particular AI
4	**Teaching Methods** e.g: Lectures incl. practitioners' best practices, Interactive case studies, Seminar, Case studies, (Short) presentations, Results-oriented presentations in oral and written form • Lectures introducing concepts, methods and tools • Case Studies to practice concepts and methods, to develop skills and to work on case studies • Homework to add individual contributions • Presentations to communicate results
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** **a. Shaping Organizational Design** Written examination at the end of the course (45 minutes; 30 %) Continuous assessment: presentation (30 min.) or seminar paper (15 pages) (20 %)

	b. Project Management 50 % contributions within the course, thereof • 20 % case study (max. 10 parts, each comprising 1 - 4 pages) • 30 % tests (two tests á 15 % with max. 30 min. duration each)
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. André Dechange Prof. Dr. Axel Faix Prof. Dr. Tim Gruchmann **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Shaping Organizational Design** Argyris, C.; Schön, D.: Organizational Learning: A theory of action perspective, Reading 1978 Faix, A.: Organisationsgestaltung, Aachen 2018 Kates, A., Galbraith, J. R.: Designing Your Organization: Using the Star Model to Solve Five Critical Design Challenges, San Francisco 2007 Kaune, A., Glaubke, N., Hempel, T.: Change Management und Agilität, Wiesbaden 2020. Kotter, J. P.: Leading Change, Boston, latest ed. Kotter, J. P.: HBR's 10 Must Reads on Change Management, Vol. 2., Harvard Business Review Press 2021 Lauer, T.: Change Management. Fundamentals and Success Factors, Wiesbaden 2020 Porter, M. E.: Competitive Advantage, New York, latest ed. **b. Project Management** AXELOS (2017): Managing Successful Projects with PRINCE2, The Stationery Office Ltd. Bea, F.X.; Scheurer, S.; Hesselman, S. (2020): Projektmanagement (3rd ed, UTB Dechange, André (2024): Projektmanagement – Schnell erfasst (2nd edition), SpringerGabler Gareis, Roland; Stummer, Michael (2008): Process and Projects, Manz Verlag Hedeman, Bert, e.a. (2010): Project Management Based on PRINCE2®, Van Haren Publishing International Project Management Association IPMA (2015): Individual Competence Baseline 4th version (ICB4) International Project Management Association IPMA (2021): Organisational Competence Baseline (OCB)

IPMA (2016), ICB 4.0 International Project Management Association IPMA (2018): Project Excellence Baseline for Achieving Excellence in Projects and Programmes

ISO (2021): ISO 21500 - Guidance on project management; ISO

Kerzner, Harold: Project Management (2022): A Systems Approach to Planning, Scheduling and Controlling (13th ed.), John Wiley

Larson, Erik; Gray, Clifford (2021): Project Management - the Managerial Process, 8th edition, McGraw Hill

Project Management Institute (PMI) (2021): A guide to the project management body of knowledge (PMBOK guide) (7th ed.), Agile practice guide, PA

Timinger, Holger (2024): Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, 2. Auflage, Weinheim: Wiley

Timinger, Holger (2021): Modernes Projektmanagement: Mit System zum richtigen Projektmanagement. Weinheim: Wiley

Turner, Rodney (2014): Gower Handbook of Project Management (5th ed.), Gower Hampshire, Routledge

Number	Titel
924140	**Consumer Psychology & Marketing**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	3	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Consumer Psychology	Seminar Event				3
-	Marketing Research	Seminar Event				3

2 Learning Outcomes / Competencies

a. Consumer Psychology

By the end of this module, students will be able to:

Knowledge and Understanding:

- understand the basic foundations of human behavior and how to make sense of the world by examining the role of perception, learning, and motivation as they relate to consumer behavior.
- describe how consumers choose and use products, services, and experiences and understand the role of emotions, motivation, and social factors in consumer choices.
- understand how consumer choices communicate identity.
- describe the role of groups, social class, status, and culture in defining us as consumers and understand how cultural differences across countries and markets shape consumer behavior.
- analyze how cognitive biases and heuristics affect purchasing decisions in traditional and AI-enabled consumer environments.

Application and Generation of Knowledge:

- apply consumer psychology theories to real-world marketing challenges across different cultural and international market contexts.
- evaluate the effectiveness of different persuasion techniques in advertising.
- use behavioral insights to optimize branding, pricing, and customer experience strategies, also in AI enabled environments.

Communication and Cooperation:

- present consumer psychology insights in an engaging and evidence-based manner.
- work in teams to analyze consumer trends and develop marketing strategies.

Scientific Self-Understanding / Professionalism:

- critically assess ethical concerns in influencing consumer behavior.
- analyze consumers in order to identify the most suitable options for attitudinal and behavioral change
- analyze how to use generative AI to understand and predict consumer attitudes and behaviour.

b. Marketing Research

Knowledge and Understanding:

- explain fundamental principles of marketing research and its role in decision-making.
- understand different research designs (secondary data, qualitative, and quantitative research) and their applications.
- describe the process of questionnaire design, attitude measurement, and sampling methods.
- apply basic quantitative data analysis methods (e.g., descriptive analysis, ANOVA, regression analysis).

- interpret data outputs (e.g., from JAMOVI) to derive actionable insights for management decisions.

Application and Generation of Knowledge:

- develop and conduct marketing research projects to address specific managerial questions.
- apply appropriate research designs and data collection techniques to real-world business problems.
- use JAMOVI for data analysis and interpretation of results.
- design and execute surveys that deliver valid and reliable empirical results.
- synthesize research findings to provide strategic recommendations for marketing and management.

Communication and Cooperation:

- present marketing research findings effectively using data visualization and a clear storyline.
- work in teams to design and conduct research projects, demonstrating collaborative problem-solving skills.
- engage in discussions on marketing research implications in teams.
- communicate complex research insights to both technical and non-technical audiences.

Scientific Self-Understanding / Professionalism:

- demonstrate autonomy in selecting and applying marketing research methods to new and complex problems.
- evaluate the credibility and limitations of research findings and their implications for business strategy.
- develop a structured approach to conducting empirical research

3 Course Description and Course Structure

a. Consumer Psychology

This course introduces students to the basic processes and concepts involved in understanding consumer behavior. It covers the selection, purchase, and use of products, services, and experiences. Factors impacting the consumption choices are explored with the role of agentic and generative AI and social media channels also examined. Following focus topics serve as an anchor for the structure of the course:

- **Introduction to Consumer Behavior:** Overview of consumer psychology, key trends, and the role of technology, including AI-enabled marketing applications, and social influences in shaping consumer decisions.
- **Perception, Learning & Memory:** Understanding how consumers perceive marketing stimuli, learn from experiences, and retain brand-related information.
- **Motivation & Consumer Decision-Making:** Examining intrinsic and extrinsic motivation, consumer needs, goal-setting, and decision-making processes.
- **Attitudes, Persuasion & Behavior Change:** How consumer attitudes are formed and changed, the role of persuasion, and effective marketing communication strategies.
- **Heuristics, Biases & Buying Behavior:** Fast vs. slow thinking, the impact of heuristics, nudging, framing, and online consumer decision-making.
- **Identity, Self-Concept & Brand Expression:** How consumers express identity through consumption, self-concept, gender roles, and cultural influences on self-perception.
- **Personality, Values & Cultural Identity:** The role of personality traits, psychographics, cultural values, and brand storytelling in shaping consumer choices.
- **Social Influence & Group Behavior:** Examining the impact of word-of-mouth marketing, social norms, consumer communities, and viral influence.
- **Ethics & Sustainability:** Exploration of consumer ethics and strategies for promoting more sustainable consumption patterns.

b. Marketing Research

This course provides students with the theoretical foundation and practical skills necessary to conduct marketing research and make data-driven decisions. As digitalization and globalization increase the complexity of business environments, managers must increasingly rely on data to guide strategic choices. The course equips students with the ability to design, conduct, and interpret research to support marketing and management decisions. It is also particularly useful for students preparing empirical bachelor theses in the field of marke-

	ting. Practical exercises and group work are integrated throughout to ensure the direct application of research concepts to real-world challenges. Following focus topics serve as an anchor for the structure of the course: • **Introduction to Marketing Research Methods:** Overview of the role of marketing research in strategic decision-making and an introduction to the research process. • **Research Design:** Exploratory and Conclusive Approaches: Understanding different research designs, including when and how to use qualitative vs. quantitative methods. • **Questionnaire Design:** Principles of designing effective surveys, including scale development, question wording and pretesting. • **Working with Data in Jamovi:** Hands-on data analysis using Jamovi, covering descriptive statistics, factor analysis, ANOVA, MANOVA, regression analysis, and/or cluster analysis. • **Successful Management Presentations:** Communicating research findings clearly and persuasively to stakeholders, with a focus on visualization, storytelling, and data-driven recommendations.
4	**Teaching Methods** **a. Consumer Psychology** The module part a) on Consumer Psychology employs various teaching methods to provide students with a comprehensive and application-oriented perspective on how to generate use consumer insights for successful marketing decisions, namely: • **Seminar-style lecture**: Transfer of subject-specific and methodological knowledge in interaction with students. • **Exercise sessions:** Comprehension-oriented review of learning content, practical deepening of the subject matter, and development of solutions for specific questions. **b. Marketing Research** The module on Marketing Research employs various teaching methods to ensure a practical and application-oriented learning experience: • **Seminar-style lecture:** Transfer of subject-specific and methodological knowledge in an interactive manner. • **Exercise sessions:** Hands-on application of theoretical knowledge through data analysis, problem-solving exercises and discussion of case studies. • **Group project:** Students work in teams on a real-world marketing research problem, designing and executing empirical studies. • **Presentation of findings:** Students present their research outcomes in a structured and professional manner, utilizing data visualization. • **Practical software training:** Application of JAMOVI for statistical analysis and interpretation of data-driven insights. • **Collaborative learning:** Discussion and teamwork in groups to analyze and interpret research results in a business-relevant context.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** The module examination consists of two components: **Exam:** The exam assesses the extent to which students understand and can concisely articulate the fundamental concepts of the fundamentals consumer psychology, as well as precisely derive implications. The exam accounts for 50% of the final grade, lasts 60 minutes.

	ting. Practical exercises and group work are integrated throughout to ensure the direct application of research concepts to real-world challenges. Following focus topics serve as an anchor for the structure of the course: • **Introduction to Marketing Research Methods:** Overview of the role of marketing research in strategic decision-making and an introduction to the research process. • **Research Design:** Exploratory and Conclusive Approaches: Understanding different research designs, including when and how to use qualitative vs. quantitative methods. • **Questionnaire Design:** Principles of designing effective surveys, including scale development, question wording and pretesting. • **Working with Data in Jamovi:** Hands-on data analysis using Jamovi, covering descriptive statistics, factor analysis, ANOVA, MANOVA, regression analysis, and/or cluster analysis. • **Successful Management Presentations:** Communicating research findings clearly and persuasively to stakeholders, with a focus on visualization, storytelling, and data-driven recommendations.
4	**Teaching Methods** **a. Consumer Psychology** The module part a) on Consumer Psychology employs various teaching methods to provide students with a comprehensive and application-oriented perspective on how to generate use consumer insights for successful marketing decisions, namely: • **Seminar-style lecture**: Transfer of subject-specific and methodological knowledge in interaction with students. • **Exercise sessions:** Comprehension-oriented review of learning content, practical deepening of the subject matter, and development of solutions for specific questions. **b. Marketing Research** The module on Marketing Research employs various teaching methods to ensure a practical and application-oriented learning experience: • **Seminar-style lecture:** Transfer of subject-specific and methodological knowledge in an interactive manner. • **Exercise sessions:** Hands-on application of theoretical knowledge through data analysis, problem-solving exercises and discussion of case studies. • **Group project:** Students work in teams on a real-world marketing research problem, designing and executing empirical studies. • **Presentation of findings:** Students present their research outcomes in a structured and professional manner, utilizing data visualization. • **Practical software training:** Application of JAMOVI for statistical analysis and interpretation of data-driven insights. • **Collaborative learning:** Discussion and teamwork in groups to analyze and interpret research results in a business-relevant context.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** The module examination consists of two components: **Exam:** The exam assesses the extent to which students understand and can concisely articulate the fundamental concepts of the fundamentals consumer psychology, as well as precisely derive implications. The exam accounts for 50% of the final grade, lasts 60 minutes.

	Project: Students will work in teams on a practical marketing research problem, applying appropriate research methodologies to collect and analyze data. The results will be documented in a structured report and presented in a professional manner. The project accounts for 50% of the final grade.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Hanaa Ryari Prof. Dr. Sabrina Scheidler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Consumer Psychology** Ariely, D. (2008). Predictably Irrational: The Hidden Forces That Shape Our Decisions. HarperCollins. Solomon, M. R. & Russel, C.A. (2023). Consumer Behavior: Buying, Having, and Being (14th ed.) Pearson. Thaler, R. H., & Sunstein, C. R. (2021). Nudge: The final edition. Penguin Books. **b. Marketing Research** Babin, B. J. & Zikmund, W. G. (2015). Exploring Marketing Research. Cengage Learning. Bryman, A., Bell, E. & Harley Bill (2022). Business Research Methods (6th Edition). Oxford University Press. Burns, A. C. & Veeck, A. (2020). Marketing Research (9th Edition). Pearson. Joe Hair Jr., Michael Page, Niek Brunsveld, Adam Merkle & Natalie Cleton. (2023). Essentials of Business Research Methods (6th Edition). Routledge

Number	Titel				
924150	**Competetive Analysis**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	3	Winter semester only	Core elective	10

1	**Events**	**Type of event**	**Planned group size**	**Workload**		**HPW**
				Contact-hours 90 h	**Self-study** 210 h	6
-	Industry Analysis	Seminar Event				2
-	Company Analysis	Seminar Event				2
-	Quantitative Methods in Company Analysis	Seminar Event				2

2 Learning Outcomes / Competencies

Knowledge and Understanding:

The students

- can retrieve and analyse relevant quantitative and qualitative data from national and international markets and business environments,
- can apply tools and instruments helpful for analysing quantitative and qualitative data for strategic decision making,
- can define relevant markets and assess their geographical and international scope,
- can explain the difference between market-based view and resource-based view and oppose the key statements of those two perspectives,
- can formulate industrial economics and economics of strategy like production and cost, firm boundaries, market structure and competition, sources of market power, and rivalry, including their relevance for firms operating in international markets
- can use theoretical models and concepts as well as relevant business data to perform an external market analysis as one of the major pillar of strategic management analysis, taking into account country-specific market conditions and international competitive environments
- can apply basic tools of strategic management, e.g. SWOT, VRIO, Value Chain Analysis, Portfolio Analysis, and KPI analysis,
- can use and integrate these components as well as relevant business data in the modern firm's tactical and strategic decision making.
- can apply qualitative and quantitative tools for analysis and strategy development in an applied business case, including cases involving international markets and cross-border competition
- can balance the trade-off of conflicting objectives, goals and strategies in business strategy development.

Application and Generation of Knowledge:

The students

- can gather data from external data sources, including international and cross-country data sources
- can prepare and analyse these data by means of spreadsheet software, statistical and AI tools,
- can use AI-supported tools for business and competitive analysis and critically assess the quality, limitations and managerial relevance of AI-generated analytical results,
- can identify, collect and structure complex data sets and information and can prepare these data and information for tactical and strategic decision making by using a systematic set of KPIs,
- can present relevant information in a professional way for different stakeholders of the strategic management process
- can select tools and concepts as well as relevant business data to perform an external market analysis,
- can select tools and concepts as well as relevant business data to perform a company analysis,
- apply qualitative and quantitative tools for analysis and strategy development in an applied business case.

Communication and Cooperation:

The students

- can soundly coordinate and work on joint tasks in teams
- can organise and manage complex team tasks in a project oriented manner
- can prudently defend team results in a complex and demanding environment
- can communicate in public in a sensitive and professionally manner when voicing their opinion,
- can handle ambiguous situations in decision-making and balance conflicting interests of various stake-hol-ders, including stakeholders from different international and institutional contexts.

Scientifi Self-Understanding / Professionalism:

The students

- can reflect operational challenges of a company in an environment of conflicting objectives (trade-off deci-sions),
- can autonomously develop reasonable assumptions for performing a strategic analysis,
- autonomously deliver a well-considered judgement based on facts and figures and a well-defined line of arguments,
- can critically reflect on the opportunities and limitations of AI-supported analysis in strategic deci-sion-making,
- can reflect the interplay between business conditions and the economic and institutional framework of a society and compare differences between national and international business environments in order to derive their own well-founded perspective on these dimensions.

3 Course Description and Course Structure

Industry Analysis

This part offers a compact introduction into the major fields of industrial and competitive analysis. It shall give the students a theoretical and practical background for performing an external market analysis as one of the major pillar of strategic management analysis.

Topics examined are the following:

- A primer in production and cost theory
- Firm boundaries (long-run costs & economies of scale/scope; transaction costs)
- Market structure and competition
- Sources of market power - and its limits
- Rivalry and reputation
- Industry analysis checklist (seven-forces scorecard templates)
- Case study coaching

Quantitative Methods in Competitive Analysis

This part offers students a systematic approach to competition analysis related to the field of industry and company analysis, respectively. Students will learn how to gather, analyze, and interpret data to make infor-med strategic decisions in national and international competitive environments. Particular attention is paid to the analysis of cross-country and international market differences and to the use and critical evaluation of AI-supported analytical tools in competitive analysis..

- Gathering and working with data from national and international sources
- Measures of market concentration
- Univariate regression and price elasticities
- Multivariate regression and substitute analysis
- Financial metrics and firm performance analysis
- AI-supported methods and tools for competitive and strategic analysis, including the critical evaluation of AI-generated results
- Case study coaching

Company Analysis

	This part offers a compact introduction into the major fields of company analysis. It shall give the students a theoretical and practical background for performing an internal company analysis as one of the major pillar of strategic management analysis. Topics examined are the following: • Introduction to company analysis • Company statements – a guided review and assessment of Annual Company Reports • A Resource-Based-View of the company • Value chain analysis • Relevant markets and profit pools • SWOT / TOWS / Portfolio Analysis • Case study coaching
4	**Teaching Methods** • Seminar • Research assignments • Case study work in teams • Reports and presentations in oral/written
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: • Basic skills in Excel • Basic skills in business mathematics and statistics • Marketing basics • Strategic management • Basic micro-economics
6	**Examination Forms** • Preparation of a management summary (15 slides) and team presentation of the case study (15 minutes) (50%) • Quality of the Excel data fact sheets and data analytics (20 %) • Written examination (30%)
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Dr. Andreas Bastgen Prof. Dr. Tim Gruchmann **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **Company Analysis** Jay Barney, Jay B. Barney, William S. Hesterly. Strategic Management and Competitive Advantage: Concepts and Cases, Global Edition. 6th ed.. **Industry Analysis**

Berg v. d., G., Pietersma, P. (2014), Key Management Models: The 75+ Models Every Manager Needs to Know, 3rd ed., Pearson.

Besanko, D., Dranove, D., Schaefer, S., Shanley, M. (2013), Economics of Strategy, 6th ed., Wiley

Cadle, J., Paul, D., Turner, P. (2014), Business Analysis Techniques: 99 essential tools for success, BCS Learning & Development Ltd.

Farnham, P. G. (2010), Economics for Managers, 2nd ed., Pearson.

Fleisher, C. S., Bensoussan, B. E. (2015), Business and Competitive Analysis: Effective Application of New and Classic Methods, 2nd ed., Pearson Education.

Oster, S. M. (1999), Modern Competitive Analysis, 3rd ed., Oxford University Press.

Wunder, T. (2016), Essentials of Strategic Management: Effective Formulation and Execution of Strategy, Schäffer Poeschel.

Quantitative Methods in Competitive Analysis

Berenson, M. L., Levine, D. M., Krehbiel, T. C. (2006), Basic Business Statistics, 10th ed., Pearson.

Bikker, J. A., Haaf, K. (2002), Measures of Competition and Concentration in the Banking Industry: a Review of the Literature, Economic & Financial Modelling 9, 53-98.

Büchler, J.-P. (2014) Strategie: entwickeln, umsetzen und optimieren. In: Pearson Studium

Farnham, P. G. (2010), Economics for Managers, 2nd ed., Pearson.

Wulf, I., Wieland, J. (2013), Ratios IFRS-Financial Statements, Wiley.

Number	Titel
924160	**Value Based Management & Controlling**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	Winter semester	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Value Based Management	Seminar Event				3
-	International Group Controlling	Seminar Event				3

2 Learning Outcomes / Competencies

a. Value Based Management

Knowledge and Understanding:

The Students can

- explain value-based management systems and underlying international management accounting rules.
- systematically describe relevant key performance indicators and apply them for analyzing an income statement and balance sheet.
- present the relationship between value-based management and portfolio management.

Application and Generation of Knowledge:

The Students can

- identify value drivers as well as vital linkages to be managed in value chains esp. towards suppliers, customer and other stakeholders.
- calculate key performance indicators, e.g. EVA, ROCE, WACC – especially in spreadsheets (Excel).
- apply a broader reference framework of measuring and managing value, e.g. in the balanced scorecard or other international frameworks
- measure the value contribution of processes and activities, such as mergers and acquisitions or digital networks in organizations.

Communication and Cooperation:

The Students can

- demonstrate the impact of corporate power structures and biased management decisions on management accounting and respectively value KPI.

Scientific Self-Understanding / Professionalism:

The Students can

- reflect on the consequences for real life situations and research.
- balance trade-off decisions and reflect conflicting objectives.
- work out independent solutions and recommendations to case based problems.

b. Advanced Controlling

Knowledge and Understanding:

The students can

- describe the roles and tasks of management and controlling in international companies.

- explain key concepts of corporate purpose, strategy, governance, and performance measurement.
- distinguish between information need, information demand, and information supply.
- discuss the impact of culture and AI on management, controlling, and decision-making.

Application and Generation of Knowledge:

The students can

- analyze companies and derive strategic objectives and relevant management information.
- design and evaluate performance measurement systems using financial and non-financial indicators.
- apply controlling concepts and cultural frameworks, particularly Hofstede, to international business situations.
- use and critically evaluate AI for analysis, performance measurement, and decision support.

Communication and Cooperation:
The students can

- collaborate effectively in teams on complex management and controlling tasks.
- present and justify their analyses, performance measurement systems, and recommendations.
- discuss and critically compare alternative approaches and solutions.
- communicate effectively in international and culturally diverse contexts.

Scientific Self-Understanding / Professionalism:

The students can

- reflect on management and controlling decisions under uncertainty.
- assess the relevance and reliability of information used for decision-making.
- recognize biases, stakeholder interests, and limitations of performance measurement.
- critically reflect on AI-generated results and the responsible use of AI in management and controlling.

3 Course Description and Course Structure

a. Value Based Management

Value-based Management is the international term for a set of management tools used to facilitate managing a company's operations with the goal of enhancing shareholder value.

Students will learn about the principles of value-based management and its role for achieving corporate objectives. A framework for value-based management within global business organizations will be explained. This framework allows for identification and assessment of value drivers and value destructors within business organizations based on case studies from different industries using a common set of metrics and key performance indicators. The value contribution of business activities to the company portfolio will be measured and recommendations for strategy formulation will be derived from portfolio analysis.

Practical examples and practitioners' best practices will illustrate how to move from mere value measurement to integrated value based management. The design of integrated systems and processes across functional areas for developing, delivering and sustaining flows of goods and services and creating competitive advantage facilitates a comprehensive and integrated understanding of value based management.

Topics include:

- Management Accounting as basis for VBM
- Value-Based Management Concepts: EVA, ROCE, EBIT margin
- Strategic Levers for Maximizing EVA
- Net Working Capital Management
- Portfolio Management Models and Strategies

b. Advanced Controlling
Advanced Controlling focuses on the role of controlling in supporting management decisions and implementing corporate strategy in international business organizations.

	Students will learn how controllers provide decision-relevant information and support strategic and operational management. Particular attention will be given to corporate objectives, strategy development, information supply and performance measurement. The international perspective addresses cultural differences and their implications for management and controlling. Students will discuss the balance between global standardization and local adaptation. AI will be integrated as a tool for information analysis, performance measurement and decision support, while emphasizing critical assessment and human judgment. Practical examples and case studies will illustrate how controlling concepts can support better management decisions in international companies. Topics include: • Management, Controlling and Decision-Making • Corporate Objectives, Governance and Stakeholder Interests • Performance Measurement Systems and Key Performance Indicators • Cultural Differences in Management and Controlling • Risks, Biases and Decision-Making Failures • AI-supported Controlling and Human Judgment
4	**Teaching Methods** • Lectures • Case analyses • Simulations and exercises in Excel
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** Written examination at the end of the course (75 %), max. 90 min. Presentation (max. 45 minutes) and Homework (20 pages), 25% in Advanced Controlling
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Tim Gruchmann Prof. Dr. Martin Kißler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Value Based Management** Young / O'Byrne (2001) EVA and Value-Based Management: A Practical Guide to Implementation, McGraw Hill Martin /Petty (2000) Value Based Management. The Corporate Response to the Shareholder Revolution, Oxford University Press Koller / Goedhart / Wessels (2005) Valuation: Measuring and Managing The Value of Companies, 4th edition, John Wiley & Sons

Rappaport (1998) Creating Shareholder Value, Free Press

b. Avanced Controlling

Baye/Prince: Managerial Economics & Business Strategy, 10th Edition, 2021.

Charifzadeh/Taschner: Management Accounting and Control: Tools and Concepts in a Central European Context, 1st Edition, 2017.

Merchant/Van der Stede: Management Control Systems: Performance Measurement, Evaluation and Incentives, 5th Edition, 2024.

Parmenter: Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs, 4th Edition, 2019.

Tricker: Corporate Governance: Principles, Policies, and Practices, 5th Edition, 2025.

Number	Titel
924170	**Business Growth Strategy**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	Winter semester	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Internationalization Strategies	Seminar Event				3
-	Innovation Strategies	Seminar Event				3

2 Learning Outcomes / Competencies

a. Internationalization Strategies

Knowledge and Understanding:

The students:

- have a differentiated knowledge concerning fundamental management decisions for growth strategies of medium-sized enterprises, especially hidden champions versus large multinationals in a global business context,
- have knowledge about the local external environment on international business activities of multinational companies,
- understand strategies and structures for operating foreign business activities and orchestrating a network of global partners, suppliers and customers.

Application and Generation of Knowledge:

The students know how:

- to analyze complex situations and trade-offs in the relationship between global and local business units and functions esp. with regards to local-for-local strategies,
- to apply decision-making and problem-solving techniques in relation to international management problems esp. in the context of hidden champions,
- to develop competitive strategies for business growth in the field of international business.

Communication and Cooperation:

The students are able:

- to realize the impact of national (working) culture on international business decisions and gain an appreciation of global business environments,
- to present and prudently defend case-based results in a complex and demanding environment and develop a clear and structured line of argumentation.

Scientific Self-Understanding / Professionalism:

The students know how

- to reflect on the consequences for real business situations and research,
- to balance trade-off decisions and reflect conflicting objectives,
- to work out solutions and recommendations to case-based management problems autonomously.

b. Innovation Strategies

Knowledge and Understanding:

The students know

- the different meanings, formats and types of innovation.
- the relationship between Innovation Strategy, International Strategy and Corporate Strategy.
- the steps involved in the innovation process esp. in globally operating organizations
- the challenges of complex innovation projects and the tools to manage them

Application and Generation of Knowledge:

The students learn how

- to apply analytical and ai-based instruments in assessing processes in their relevance for innovation management.
- to deal with real day-to-day problems in innovation management, especially in mid-sized enterprises with limited resources and the role of ai for innovation activities.
- to apply different process models for innovation development and assess maturity levels.

Communication and Cooperation:

The students:

- improve their ability to convince others that innovation is a company investment and thus needs management for optimizing results.
- develop an understanding of the impact of corporate culture on innovation.
- understand the different managerial roles in innovation management.

Scientific Self-Understanding / Professionalism:

The students are able:

- to analyze situations which are complex, unpredictable and require new approaches.
- to reflect operational challenges of a company in the background of social values.
- to work out independent projects and ideas and can do what is required to carry out a sustainable management initiative.

3 Course Description and Course Structure

The students will explore in this elective the two fundamental pillars of sustainable growth strategies for most European companies and esp. in the German Mittelstand: internationalization and innovation. Students will explore companies of various industries, sizes and countries, to identify different challenges in an increasingly competitive global environment.

The topics of this course relate to selected internal and external aspects of multinational corporations of different sizes and a special focus on mid-sized world market leaders, so called hidden champions. Students will investigate international environments and focus on the difference between domestic and international business environments. The analysis of international business environments comprises the political, economic, technological and cultural factors that affect strategies as well as operations of companies. Subsequently, students will study how international environments effects strategy formulation for companies entering foreign markets and doing business. Students will discuss the selection and implementation of alternative entry modes ranging from exporting to foreign direct investments.

Topics include:

a. International Management

- Multinational Corporation as a Network
- Integration/Responsiveness Framework
- Motives for Internationalization
- Role Typologies of Foreign Subsidiaries
- Formal and Informal Forms of Coordination
- Foreign Operation Modes in Diverse Markets

	b. Innovation Strategies • Innovation definitions • Innovation within the context of corporate strategy • Product innovation process • Integrating innovation functions into the organisation • Fostering innovation through corporate culture • Speed of innovation and the role of AI • Market learning and customer understanding • Innovation in a global world • Designing, developing and managing market offerings • Ambidexterity Students will explore companies of different industries, sizes and countries, in order to identify different challenges in an increasingly competitive global environment. Thereby, they will contrast the growth requirements and resource barriers of medium-sized enterprises and esp. hidden champions vs. large multinationals.
4	**Teaching Methods** • Lectures • Case analyses • Quizzes • Group work
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: • Marketing Basics and Strategic Management • Affinity to global management and markets • Strong interest in applied research esp. on hidden champions
6	**Examination Forms** Written examination (case-based) at the end of the course (80 %), 60 min. 2 quizzes during the term (each 10%), max. 10 min. each quiz
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Jan-Philipp Büchler Prof. Dr. Fabian Dittrich **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Internationalization Strategies** Bartlett / Beamish (2010) Management: Text, Cases & Readings in Cross-Border Management. McGraw Hill Büchler, J.-P. / Hoon, C. (2024) Hidden Champions Case Compendium: Leading Global Markets – Case Studies and Texts; Springer Gabler.

Ghemawat (2007) Redefining Global Strategy. Crossing Borders in a World Where Differences Still Matter. Harvard Business School Press

Morschett, D. / Schramm-Klein, H. / Zentes, J. (2015) Strategic international management: text and cases, Wiesbaden: Springer Gabler, 3rd edition.

Motohashi, K. (2015) Global business strategy: multinational corporations venturing into emerging markets, Springer Open.

Plötner, O. (2011) Counter strategies in global markets, London: Palgrave Macmillan.

Segers, R.T. (2016) Multinational management: a casebook on asia's global market leaders, Heidelberg: Springer.

Simon, H. (2009) Hidden champions of the 21st century: success strategies of unknown world market leaders, Heidelberg: Springer.

b. Innovation Strategies

Büchler, J.-P. / Hoon, C. (2024) Hidden Champions Case Compendium: Leading Global Markets – Case Studies and Texts; Springer Gabler.

Büchler, J.-P. / Faix, A. (2015) Innovationserfolg: Management und Ressourcen systematisch gestalten, Frankfurt / Main: Peter Lang.

Burns, T. / Stalker, G. M. (2001) The management of innovation, Oxford University Press, 3rd edition.

Christensen, C. M. (2000) The innovator's dilemma: when new technologies cause great firms to fail, Boston (MA): Harvard Business Review Press.

Christensen, C. M. (2003) The innovator's solution: creating and sustaining successful growth, Boston (MA): Harvard Business Review Press.

Hauschildt, J. / Salomo, S. (2011) Innovationsmanagement, München: Vahlen.

Kaschny, M. / Nolden, M. / Schreuder, S. (2015) Innovationsmanagement: Strategien, Implementierung, Praxisbeispiele, Wiesbaden: Springer Gabler.

Pfeffermann, N. / Minshall, T. / Mortara, L. (2013) Strategy and communication for innovation, Berlin: Springer, 2nd edition.

Vahs, D. / Brem, A. (2013) Innovationsmanagement: Von der Idee zur erfolgreichen Vermarktung, Stuttgart: Schäffer Poeschel.

Wirtz, B. W. (2011) Business model management: design – instruments – success factors, Wiesbaden: Gabler.

Number	Titel				
924180	**Digital Marketing**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	Winter semester	Winter semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Digital Marketing	Seminar Event				3
-	Digital Marketing Project	Seminar Event				3

2 Learning Outcomes / Competencies

As post module learning outcomes, students will be able to:

Knowledge and Understanding:

- Define key concepts of Digital Marketing.
- Explain the significance of digitalization for marketing and the associated opportunities and challenges for businesses.
- Describe conceptual approaches, models, and tools of Digital Marketing, including the implications of generative and agentic AI for digital customer journeys, search, and content discovery.

Application and Generation of Knowledge:

- Evaluate and compare the advantages and disadvantages of various methods, models, and tools of Digital Marketing, including AI-supported applications and their limitations.
- Apply the tools of the digital marketing mix to a real or fictional business scenario.
- Use analytical methods of Digital Marketing in real or fictional case studies.
- Develop a digital marketing plan to different international market environments.
- Analyze, interpret, and derive target group-specific insights from topic-related Digital Marketing data.

Communication and Cooperation:

- Communicate their questions, approaches, and results in the form of presentations to both experts and non-experts.
- Discuss their approaches and proposed solutions with experts.

Scientific Self-Understanding / Professionalism:

- Critically reflect on the accuracy of professional and practical statements in digital marketing as well as AI-generated content, insights, and recommendations.
- Independently work on scientific and practice-oriented tasks in the field of Digital Marketing.
- Recognize their own professional limitations and refer to appropriate sources or experts.

3 Course Description and Course Structure

The course provides a comprehensive and application-oriented overview of the tools, methods, and concepts of Digital Marketing. It considers how digital marketing strategies need to be adapted to different international market environments and how generative and agentic AI are changing customer interaction, information search, and digital commerce. Specifically, the following key topics are covered:

- **Fundamentals of Digital Marketing:** Terminology, significance, trends, and international differences in digital market and platform environments.
- **The Digital Customer:** Identification of personas, specifics of consumer purchasing behavior in the digital world

	• **The Role of Artificial Intelligence & Big Data in (Digital) Marketing:** Applications of generative and agentic AI in content creation, personalization, customer interaction, search and decision-making; opportunities, limitations, and responsible use.
	• **The Digital Marketing Mix:**
	  • Digital Product Policy: Implications of digital technologies for product policy, design of digital product offerings, digital brand management
	  • Digital Pricing Policy: Specifics of pricing digital products and physical products in a digital environment, innovative pricing models and strategies
	  • Digital Sales Policy: Digital distribution channels, intermediaries, and sales systems, including AI-mediated product discovery and emerging forms of agentic commerce.
	  • Digital Communication Policy: Use and design of digital communication tools (e.g., search engine marketing, affiliate marketing, influencer marketing), content creation for digital campaigns, optimization of brand and product content for discoverability in traditional search as well as generative and agentic AI environments (SEO/AEO), and adaptation of digital content and channel strategies to different international target markets where relevant.
	• **Digital Marketing Controlling:** Monitoring and performance optimization of digital channels and advertising campaigns, use of web analytics.

4	**Teaching Methods** The module employs various teaching methods to provide students with a comprehensive and application-oriented perspective on Digital Marketing: **Seminar-style lecture:**Transfer of subject-specific and methodological knowledge in interaction with students. **Exercise sessions:**Comprehension-oriented review of learning content, practical deepening of the subject matter, and development of solutions for specific questions. **Project work:** Independent group-based exploration of practical Digital Marketing challenges for a real or fictional company, culminating in a final presentation under the guidance of the instructor.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: none
6	**Examination Forms** The module examination consists of two components: **Exam:**The exam assesses the extent to which students understand and can concisely articulate the fundamental concepts and tools of Digital Marketing, as well as precisely present solutions to specific problems. The exam accounts for 50% of the final grade, lasts 60 minutes, and allows the use of a non-programmable calculator as an aid. **Ongoing assessment with presentation:** Through the ongoing assessment and final presentation, students demonstrate their ability to apply and transfer the models, concepts, and tools learned in the course to solve specific Digital Marketing challenges of a real or fictional company. The final presentation accounts for 50% of the final grade and typically lasts 20 minutes.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)

9	**Module Representative** Prof. Dr. Sabrina Scheidler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** Chaffey, Dave; Ellis-Chadwick, Fiona (2019). Digital marketing: Strategy, implementation and practice. Pearson Education Limited. Chaffey, Dave; Smith, Paul R. (2022). Digital marketing excellence: planning, optimizing and integrating online marketing. Taylor & Francis. Kingsnorth, Simon (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers. Kotler, Philip; Kartajaya, Hermawan; Setiawan, Iwan (2017). Marketing 4.0: Moving from traditional to digital. John Wiley & Sons, Inc. Kozinets, Robert V.; Gretzel Ulrike; Gambetti Rossella (2023). Influencers and Creators: Business, Culture and Practice. SAGE.

Number	Titel				
925110	**Finance & Investment Management**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	4	Summer semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Finance & Investment Management	Seminar Event				6

2 Learning Outcomes / Competencies

Knowledge and Understanding:

Students

- will be able explain the structure and functionality of financial markets,
- understand how technology and AI-driven processes have influenced the trading of securities
- will be able to describe and explain the relation between risk and return and to observe the effects of diversification in international markets,
- have the ability to evaluate selected financial assets with taking into account the respective risk,
- have a widespread knowledge concerning the methods of portfolio optimization,
- can use methods of portfolio optimization for determined investment portfolios,
- can calculate return estimations based on the CAPM,
- will be able to describe and explain fundamentals of Corporate Finance,
- know the role of the financial manager in the present global environment,
- understand the differences between one-tier and two-tier board systems in an international context
- have a widespread knowledge concerning the core principles of a value-based Financial Management,
- be able to use models of the capital market theory to determine cost of equity and debt of given company cases,
- understand the interdependency between Cost of Capital and the capital structure of a company,
- be able to calculate investment projects with the WACC method.

Application and Generation of Knowledge:

Upon completion of this course, students will/can/know/apply

- make informed managerial decisions in an evolving global financial landscape,
- detect and identify financial risks by applying creativity techniques as well as quantitative techniques,
- use excel tools to calculate portfolio returns & risk,
- develop investment concepts for different risk preferences,
- have specialized problem-solving skills required in research in order to develop new knowledge and procedures and to integrate knowledge from different fields,
- apply sophisticated quantitative tools for data analysis in different economic settings,
- analyze data tables and statistics in the field.

Communication and Cooperation:

Another goal of this course is to educate the students in terms of their social competencies. By solving case studies in groups, upon completion of the course students will be able to

- lead and coordinate teams in a professional and results-oriented fashion,
- identify complexities while working in teams and to address them in a professional and solution-oriented manner,
- present and defend team results in a complex and demanding environment apply leadership skills.

Scientific Self-Understanding / Professionalism:

	Regarding the autonomy of the students, the objective of this course is to grow students regarding their self-reliance and responsibility, reflexivity, as well as learning competence. Upon completion of this course, students can/know/apply • manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches, • reflect operational challenges of a company in the background of social values, e.g. outsourcing of a company's financial tasks • the interplay between economic regulation and institutional framework and the strategic outline of a company and is able to derive an own mind on it, • work out independent projects and ideas and can do what is necessary to carry out a sustainable financial management initiative, including overviewing the interdependencies with other departments (e.g. tax and accounting departments) of the organization.
3	**Course Description and Course Structure** The ongoing globalisation leads to increasingly complex tasks of the financial management team of a company. This course addresses what Financial managers need to know in the present global environment and its impact on finance. As Corporate Finance and Investment Management play a major role for the proper management of a company's financials and capital structure, this course focuses on return and risk characteristics of various financial investment instruments with emphasis on long-term results. Concepts of modern portfolio theory are discussed and related to their implementation in the construction of portfolios for individual investors. Topics include for • Structure and Functionality of Financial Markets • Buying and selling securities at securities markets • Portfolio Theory and CAPM • Portfolio Management • Efficient markets, investment value and market price • Valuation of riskless securities as well as bonds and equities • International portfolio investment • Investment management and portfolio performance evaluation • Fixed income securities, bond analysis and bond portfolio management • Core principles of Corporate Finance • Principles of value-based management • Financial analysis • Capital budgeting • Capital structure • WACC
4	**Teaching Methods** ectures introduce concepts, methods and tools. Group work applies methods and tools by solving case studies. Homework adds individual contributions and presentations communicate the results.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** • Written examination at the end of the course (100%), 60 minutes or • Written examination at the end of the course (64%), 45 minutes • Presentation (36%), up to 15 minutes The type of examination and the adjusted scope/duration will be announced at the beginning of the semester.

7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Ralf Beck M.Sc. Philip Rosenthal **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** Beark, J.; DeMarzo, P.: Corporate Finance, 5th edition, Pearson. Brealey, R.A.; S.C. Myers; F. Allen: Principles of Corporate Finance, 13th edition, McGraw-Hil. Bodie, Z.; Kane, A.; Marcus, A.: Investments, 13th edition, McGraw-Hill. Hillier, D. u.a.: Corporate Finance, McGraw-Hill.

Number	Titel
925120	**Sustainability**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	Summer semester	Summer semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Sustainability Economics	Seminar Event				3
-	Sustainability Management and Applications	Seminar Event				3

2 Learning Outcomes / Competencies

a. Sustainability Economics

Knowledge and Understanding:

- Students grasp the fundamental concepts of market failures within the context of environmental issues.
- Understand the basic theoretical models and instruments from environmental economics.
- Know about major directions in international environmental politics.
- Understand the different incentive structure and different roles actors play in international environmental and sustainability policy.

Application and Generation of Knowledge:

- Skill to deal with complex policy matters in the area of environmental economics.
- Are able to communicate complex policy issues in a convincing way.
- Ability to analyse current national and global trends in environmental politics that reshape business environment.
- Ability to use AI tools to analyse environmental data and policy information and to critically assess the results.
- Ability to assess how trends in environmental politics will affect the business landscape.
- Ability to apply insights from environmental economics to develop and assess sustainability strategies for organisations.
- Application of knowledge in applied case studies.

Communication and Cooperation:

- Students work result-oriented in groups and can lead and coordinate teams
- They anticipate critical points and pro-actively address them within their groups
- They present and defend team results in a complex and demanding environment and are able to process constructive feedback.
- Students actively participate in classroom discussions and are able to express their opinions backed up by rational arguments.
- Know how to act and communicate in public in a sensitive and professionally manner when voicing their opinion.

Scientific Self-Understanding / Professionalism:

- Ability to critically discuss specific issues in sustainability economics
- Ability to transfer class-room knowledge to specific management cases.
- Students work independently on group assignments and can solve conflicts within teams on their own.
- Ability to work deadline-oriented and to structure their self-study and group assignments.

b. Sustainability Management and Applications

Knowledge and Understanding:

- Develop a broad understanding of corporate sustainability in order to become change agents within future organizations.
- Critically assess corporate sustainability strategies, apply key frameworks, and develop actionable solutions for driving sustainable transformation in organizations.
- Obtain scientific background knowledge and practical skills that are necessary to develop and implement solutions for sustainability issues in organizations, including an understanding of how European sustainability regulation influences corporate decision-making and transformation.
- Draft and defend successful sustainability strategy for a specific management context.
- Identify potentials to apply principles of circular economy to corporate and global value chains.
- Understand the interdependencies between digital and sustainable transformation (Twin Transformation), including both the potential of AI to support sustainability and the environmental, social, and governance challenges associated with its use.
- Use scientific insights to communicate sustainability and evoke behavioral change.

Application and Generation of Knowledge:

- Students have an overview of specific terms in the area of sustainability management.
- Students know up-to-date research findings, strategies and success factors.
- Students are able to apply this knowledge to specific management challenges and design successful sustainability strategies for different organizational and international business contexts.

Communication and Cooperation:

- Students work result-oriented in groups and can lead and coordinate teams which will later on facilitate acting as change argents in organizations.
- They anticipate critical points and pro-actively address them within their groups.
- They present and defend team results in a complex and demanding environment and are able to process constructive feedback.
- Students actively participate in class-room discussions and are able to express their opinions backed up by rational arguments.

Scientific Self-Understanding / Professionalism:

- Students are able to transfer class-room knowledge to specific management cases.
- They work independently on group assignments and can solve conflicts within teams on their own.
- Students are able to work deadline-oriented and to structure their self-study and group assignments.
- They are willing to bridge the gap between financial corporate goals and societal/ environmental needs in order to promote and defend sustainable growth strategies.

3 Course Description and Course Structure

a. Sustainability Economics

The aim of this module is to explore how economic activities impact the environment and how environmental problems can be addressed or mitigated through environmental policy instruments. Global environmental challenges are often shaped by collective action dynamics and conflicts of interest. Students will be introduced to various analytical methods, with a particular focus on game-theoretic models, which help to examine these conflicts. Participants will gain an understanding of fundamental approaches in environmental economics (and game theory), as well as their role and extent in shaping international environmental policy.The module is structured into two complementary parts, i.e. (i) theoretical lessons, and (ii) cases study work. Cases may be related to the topic range of the Specialisation Area Sustainability.

Topics examined are the following:

- **An introduction to sustainability economics**
  - Welfare and environment
  - External effects and other forms of market failures
  - Environmental policy – approaches and instruments
  - Examples: Current environmental policy measures in Germany an the EU, particularly the EU ETS
  - Differences in environmental policies worldwide, their implications for firms operating in the EU, and EU measures addressing these differences.

- **Global environmental problems**
  - Differences between national and international environmental problems
  - Introduction to game theory methods for analyzing international environmental problems and measures to address them.
  - Climate change as one of the most significant international environmental problems.
- **Case study coaching**

b. Sustainability Management and Applications

Sustainability has become a key driver of corporate success, shaping business strategies, stakeholder relationships, and long-term competitiveness. As sustainability challenges and corporate value chains transcend national borders, companies need to respond to global environmental and societal challenges as well as changing regulatory and institutional environments. In particular, European sustainability regulation increasingly acts as a driver of corporate transformation with implications extending beyond the EU.

This module part provides a comprehensive overview of corporate sustainability, exploring how companies can integrate economic, environmental, and social responsibility into their core business models and how sustainability interacts with technological transformation.

Key topics include:

- **Introduction to (Corporate) Sustainability:** Understanding the fundamentals of sustainability and its role in modern business.
- **Changing Paradigms:** From Shareholder Value to Shared Value: Examining the shift from profit-driven to purpose-driven business models and the necessity to operate sustainably for future economic success.
- **Sustainability at the Strategic Level:** Integrating sustainability into corporate strategy and leadership decision-making.
- **Deep Dive Double Materiality Analysis:** Identifying financial and impact-driven sustainability risks and opportunities.
- **Creating Sustainable Value Chains:** Exploring responsible sourcing, supplier relationships, and ethical production across global value chains.
- **Circular Economy:** Transitioning from linear to circular business models to reduce waste and maximize resource efficiency.
- **Twin Transformation – Sustainability, Digitalization & AI:** Exploring how digital technologies and AI can enable sustainable transformation while critically examining their environmental and social footprint, governance challenges, and potential trade-offs.
- **Communicating Sustainability:** Internal and External Stakeholder Dialogue: Crafting transparent, credible sustainability messaging for diverse audiences.
- **Greenwashing in Sustainability Communication:** Understanding and preventing misleading sustainability claims.
- **Motivating Sustainable Consumption:** Behavioral insights and strategies to encourage responsible consumer choices.
- Case Study Coaching

4 Teaching Methods

- Lectures
- Case Analysis
- Group Case

5 Participation Requirements

Formal: 40 ECTS must have been passed.
Knowledge and Competencies: -

6 Examination Forms

The module examination consists of two components:

- **Written exam:** The written exam assesses the extent to which students understand and can concisely reproduce fundamental concepts and tools, as well as accurately apply them to specific problem scenarios. The exam accounts for 67% of the final grade and has a duration of 120 minutes.

	• **Continuous assessment with presentation:** Through the continuous assessment and final presentation, students demonstrate their ability to solve specific problems of a real or fictional company by purposefully applying and transferring the models, concepts, and tools taught in the course. The final presentation accounts for 33% of the final grade and typically lasts 20 minutes
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Christina Elberg Prof. Dr. Sabrina Scheidler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Sustainability Economics** CORE Team: The Economy, http://www.core-econ.org. Daly, H. E., Farley, J. (2010). Ecological Economics – Principles and Applications, 2nd ed., Is-land Press. Hussen, A., (2018). Principles of Environmental Economics and Sustainability: An Integrated Economic and Ecological Approach, CRC Press. Nordhaus, William. 2015. "Climate Clubs: Overcoming Free-Riding in International Climate Policy." American Economic Review, 105 (4): 1339-70. Perman, R. et al. (2011): Natural Ressource and Environmental Economics, 4th edition, Pearson Education Limited: Edingburgh. **b. Sustainability Management and Applications** Chandler, D., & Werther Jr, W. B. (2016). Strategic corporate social responsibility: Stakeholders, globalization, and sustainable value creation. 2nd ed. Sage Publications. Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., & Wieseke, J. (2019). Frontline employees as corporate social responsibility (CSR) ambassadors: A quasi-field experiment. Journal of Business Ethics, 157, 359-373. McDonough, W., & Braungart, M. (2002). Cradle to cradle: Remaking the way we make things. North Point Press. Rasche, A., Morsing, M., & Moon, J. (2017). Corporate sustainability: Strategy, governance and stakeholders (2nd ed.). Cambridge University Press. Raworth, K. (2017). Doughnut economics: Seven ways to think like a 21st-century economist. Chelsea Green Publishing. Scheidler, S., Edinger-Schons, L. M., Spanjol, J., & Wieseke, J. (2019). Scrooge posing as Mother Teresa: How hypocritical social responsibility strategies hurt employees and firms. Journal of Business Ethics, 157, 339-358. Thaler, R. H., & Sunstein, C. R. (2021). Nudge: The final edition. Yale University Press.

White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework. Journal of Marketing, 83(3), 22–49.

Number	Titel
925130	**HRM and International Labour Law**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	Summer semester	Summer semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Human Resource Management	Seminar Event				3
-	International Labour Law	Seminar Event				3

2 Learning Outcomes / Competencies

a. Human Resource Management

Knowledge and Understanding:

The Students know

- the strategic role of HRM within the business context
- how central concepts of human resource functions such as personnel planning, recruitment, selection, performance appraisal, compensation, leadership, and training and development interact
- employee relations in different countries
- core issues of International human resource organization such as global leadership and managing global HR

Application and Generation of Knowledge:

The Students are able to

- develop specific strategic HRM approaches,
- shape central HR functions and roles according to the respective needs of a corporation,
- develop concepts for the organization of human resources,
- detect the limits, opportunities and risks in human resource management in international context.

Communication and Cooperation:

The Students can/know/apply

- lead and coordinate teams in a results-oriented fashion,
- handle complexities while working in international teams,
- present and defend team results in a complex and demanding environment.

Scientific Self-Understanding / Professionalism:

The Students can/know

- manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches,
- reflect the complex role of HRM in the context of strategic and operational challenges of a company,
- develop their own understanding of suitable HRM designs in a global setting, grounded in scientific research and principles of evidence-based management,
- adequately apply AI in solving problems.

b. International Labour Law

Knowledge and Understanding:

- The students have a widespread knowledge concerning aspects of strategic human resource management/international and supranational labour law, including related law-areas like social-security-law and tax-law.
- They know the difference between national law, international law and supra-national-law.
- They have become acquainted with the history of international labour law, including the institutions which founded international standards, like the ILO.
- They have received an overview of the functions of strategic international labour in multinational enterpri-ses.
- They can describe and explain the ideal process of drafting international labour-contracts and global mobility policies.
- They are enabled to identify the different models of labour contracts, including cross-border assignments and multi-employer-models for expatriates.
- They can describe different levels of complexity of expatriate-contracts.
- They have the ability to distinguish between the different roles of supra-national and national legislation und jurisdiction.

Application and Generation of Knowledge:

The Students can/know/apply

- analyse, understand and describe legal texts, their content and environment,
- detect and identify risks of different types of labour contracts in a multinational enterprise or group,
- use techniques to analyse the pros and cons for the parties of an international labour-contract,
- distinguish between the primacy of supra-national-law and its relation to national labour-law,
- apply Human resources core values of a enterprise on its legal terms in labour contracts,
- apply tools for an international labour-law-compliance within a multinational enterprise,
- adequately apply AI in solving problems.

Communication and Cooperation:

The Students can/know/apply

- lead and coordinate teams in a results-oriented fashion,
- present and prudently defend team results in a complex and demanding environment

Scientific Self-Understanding / Professionalism:

The Students can/know/apply

- manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches,
- reflect operational challenges of a company in the background of social values,
- the interplay between legal regulation and institutional framework and the strategic outline of a company and is able to derive an own mind on it,
- work out independent projects and ideas and can do what is necessary to carry out a sustainable management initiative.

3 Course Description and Course Structure

a. Human Resource Management

- The strategic role of HRM
- Roles and responsibilities of HRM and functional managers in organizations
- Competences to meet the requirements of roles and responsibilities
- Concepts of core human resource functions: Personnel planning, recruitment, selection, performance appraisal, compensation, leadership, training and development
- the overarching role of motivation and engagement
- International employee relations
- Leadership and collaboration in an globalized environment
- Use of AI across different HR functions in an organization

	b. International Labour Law • Objectives, contents and design of employment-agreements with specialised employees and executives in international businesses • The legal framework of the European Union and some leading economic countries (Germany, Swiss, USA and China) and their impact on Employment Contracts, Company-Policies, Works-Agreements and Col-lec-tive Agreements in international businesses • How to manage Strategic labour-law in International Businesses
4	**Teaching Methods** Seminar Event, Project Work, Group Work, Case Studies
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** Written examination at the end of the course (50 %), 90 min. consisting 50% HRM and 50% Labour Law Presentation (50 %), ca. 30 min. or Assignments (50 %), ca. 30 min. (in each part of the course) The form of assessment and the adjusted scope/duration will be announced at the beginning of the semester.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Hon.-Prof. Dr. Reinhold Mauer Prof. Dr. Claus Vormann **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Human Resource Management** Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th edn). KoganPage. Dessler, G. (2020). *Human Resource Management* (16th edn). Pearson. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International Human Resource Management* (7th edn). CEN-GAGE Learning. Patterson, D. (2023). *Human Resources Management* (3rd edn). Fanshawe College Pressbooks. https://ecam-pusontario.pressbooks.pub/humanresourcesmgmt/ Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). *Human Resource Management* (11th edn). Pearson. **b. International Labour Law**

Edoardo Ales et al.: International and European Labour Law, 2nd. Edition, Baden-Baden, 2025

Jean-Michel Servais: International Labour Law, 8th. Edition, Hürth, 2024

Olaf Deinert: International Labour Law und the Rome Conventions, 1st. Edition, Baden-Baden, 2017

Mauer, Reinhold: Personaleinsatz im Ausland – Personalmanagement, Arbeitsrecht, Sozialversicherungsrecht, Steuerrecht, 3rd Edition, München 2019.

Number	Titel				
925140	**Managing Risk**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	4	Summer semester only	Core elective	10

1	**Events**	**Type of event**	**Planned group size**	**Workload**		**HPW**
				Contact-hours 90 h	**Self-study** 210 h	6
-	Financial Risk Management	Seminar Event				3
-	Risk Management	Seminar Event				3

2 Learning Outcomes / Competencies

a. Financial Risk Management

Knowledge and Understanding:

- The students know the basic features of several different (risk bearing) products in today's international financial markets.
- The students can explain the different dimensions of financial risk (market risk, credit risk, operational risk etc.).
- The students know the basic tools for quantitative, financial risk management from analysis, linear algebra, probability theory and statistics.
- The students can explain volatility estimation and forecasting models.
- They learn the limitations of these models, how to improve them and what their limitations are (e. g. AI-driven approaches)
- The students can explain the Value at Risk methodology and its basic components.

Application and Generation of Knowledge:

- Students can detect and identify risks by applying creativity techniques, using risk breakdown structures, etc.
- Students can apply methods to evaluate risks
- Students can use techniques to analyze compound risks
- apply the appropriate risk response measures to the individual risks in a given context in the course.
- The students can apply volatility estimation models in Excel
- The students can apply the VaR approach to single assets and simple portfolios thereof in Excel

Communication and Cooperation:

Students are able to

- assess the given risk culture
- able to develop and improve a risk culture
- detect and identify risks by applying creativity techniques, using risk breakdown structures, etc.
- apply the appropriate risk response measures to the individual risks in a new context / project

Scientific Self-Understanding / Professionalism:

- Students are able to identify complex financial risk situations and put them into the context of the lecture
- Students are able to find, present, and discuss sustainable solutions for complex risk situations

b. Risk Management

Knowledge and Understanding:

- The students can explain the personal, cultural, and organizational parameters of risk regarding awareness, avoidance, etc. in international projects and global teams.
- The students can describe the different phases and the core issues of a risk management process
- The students know the different dimensions of risks (probability of occurrence, impact, etc)
- The students know how to collect the necessary information for risk evaluation
- The students can model and evaluate a project with software

Application and Generation of Knowledge:

The students are able to

- detect and identify risks by applying creativity techniques and artificial intelligence tools using risk breakdown structures, etc.
- apply methods to evaluate risks
- use techniques to analyze compound risks (e.g. Monte Carlo simulation)
- apply the appropriate risk response measures to the individual risks in a given context in the course.

Communication and Cooperation:

The students are able to

- assess the given risk culture
- able to develop and improve a risk culture
- apply methods to evaluate risks
- use techniques to analyze compound risks (e.g. Monte Carlo simulation)
- apply the appropriate risk response measures to the individual risks in a new context / project.

Scientific Self-Understanding / Professionalism:

- The students are able to autonomously identify and evaluate risks in their everyday life
- The students are able to identify complex risks in projects and put them into the context of the lecture
- The students are able to find, present, and discuss sustainable solutions for complex risk situations

3 Course Description and Course Structure

a. Financial Risk Management

- Basic features of futures, options, swaps etc.
- Recapitulation of some required aspects from analysis, linear algebra, probability theory and statistics
- Volatility Estimation
- VaR Methodology
- Risk Mapping
- VaR tools in active risk management (marginal VaR, incremental VaR etc.)
- Case studies of single assets and simple portfolios (based on Excel)

b. Risk Management

- Risk cultures in international teams
- Aspects of risk
- The PMBOK-framework of project risk management
- Risk Management Planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Response Planning
- Risk Monitoring and Control

4 Teaching Methods

- Group work to practice concepts and methods, to develop skills and to work on case studies
- Presentations to communicate results
- Lectures introducing concepts, methods and tools

	• Home work to add individual contributions (case studies)
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** Written examination at the end of the course (75 %), 75 min. Presentation (25min) in the area of Risk Management (25 %)
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Lars Fischer Prof. Dr. Jens Mörchel M.Sc. Philip Rosenthal **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Financial Risk Management** John C. Hull: Options, Futures and Other Derivatives; 11th edition, Pearson, 2021 John C. Hull: Risk Management and Financial Institutions, 6th edition, Wiley, 2023 Philippe Jorion: Value at Risk - The new benchmark for managing financial risk; 3rd edition, McGraw-Hill, 2007 Philippe Jorion & GARP (Global Association of Risk Professionals): Financial Risk Manager Handbook, 6th edition, Wiley, 2010 MIchael B. Miller: Quantitative Financial Risk Management, Wiley, 2018 **b. Risk Management** PMI: A guide to the project management body of knowledge, (PMBOK®Guide) PMI 2025 Kendrick: Identifying and Managing Project Risk, HarperCollins Leadership, 2024 Chapman, Stephen Ward: Project Risk Management, 2nd edition, John Wiley & Sons, 2012 Mulcahy: Risk Management – Tricks of the Trade for Project Managers, RMC Publications, 2010 Schelle/Ottmann/Pfeiffer: Project Manager, GPM German Association for Project Management, 2006 Kerzner/Zeitoun/Vargas: Project management next generation, John Wiley & Sons, Hoboken, 2022 Garlick: Estimating Risk – A Management Approach, Aldershot, 2016

Number	Titel
925150	**Sales Management**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	4	Summer semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Sales Management	Seminar Event				3
-	Sales Management Project	Seminar Event				3

2 Learning Outcomes / Competencies

a. Sales Management

Knowledge and Understanding:

The Students

- know specifics of sales management and marketing and sales in business-to-business contexts
- comprehend how management decisions impact salesperson and customer attitudes and behaviour and thereby impact profit
- identify challenges towards becoming a solutions seller
- have in-depth knowledge of specific current sales and marketing challenges in business-to-business markets, including the impact of digitalization and artificial intelligence on sales activities and customer interactions.
- distinguish between different sales and negotiation situations, including situations shaped by different customer, market, and cultural contexts.
- identify necessary measures to ensure a long-term and profitable customer relationship.
- explain the impact of emerging technologies and digital opportunities, including AI-supported sales applications, on the sales process.

Application and Generation of Knowledge:

The Students

- know the challenges and specifics of sales management and how to approach organizational buying behavior, including differences that may arise across markets and customer organizations.
- design strategies and structures to effectively serve the B2B market,
- apply a systematic approach to identify sales and marketing challenges in business-to-business settings and find solutions for these challenges, using appropriate digital and AI-supported information and analysis tools where relevant.
- Prepare and conduct customer conversations professionally, effectively, and tailored to the audience, while adapting questioning techniques to different sales situations and critically using AI-supported tools for preparation and customer insight where appropriate.
- Design compelling sales presentations using storytelling and proactively address customer objections to successfully close deals.

Communication and Cooperation:

The Students

- present and prudently defend team results in a complex and demanding environment,
- explain up-to-date management issues in a comprehensive way.
- develop effective communication strategies for various sales and negotiation situations, addressing customers according to their preferences and needs to create win-win solutions.

Scientific Self-Understanding / Professionalism:

The Students

- manage and transform work or study contexts that are complex, unpredictable and require new marketing approaches,
- reflect operational challenges of business-to-business organizations in the dynamic environment, including opportunities and limitations arising from AI-supported sales processes.
- reflect on their own personality and communication style and adapt it appropriately to different audiences.
- consider ethical issues in sales and identify integrity-driven courses of action.

b. Sales Management Project

Knowledge and Understanding:

- Widespread knowledge of how to gather, analyse and synthesize information in order to find solutions for real marketing and sales management solutions
- Confident handling of different data sources (e.g., from literature research, internal and external data sources), including the critical use of AI-supported research and analysis tools.
- Development of rationale, feasible solutions based on an analytic process
- Thorough marketing and sales knowledge and skills and the ability to transfer this knowledge and adopt it to boundary conditions of different companies

Application and Generation of Knowledge:

The Students

- use techniques and frameworks to analyze a specific company's situation (internal and external analysis)
- be able to conduct literature researches on specific management topics
- apply sophisticated tools for data analysis, including AI-supported approaches where suitable, to develop solutions for marketing and sales challenges
- synthesize their analysis and suggested solution in a convincing board member presentation

Communication and Cooperation:

The Students

- lead and coordinate teams in a results-oriented fashion,
- act as management consultants to a real company and thereby take a boundary spanner role,
- present and prudently defend team results in a complex and demanding environment.

Scientific Self-Understanding / Professionalism:

The Students

- manage and transform work or study contexts that are complex, unpredictable and require new marketing approaches,
- reflect operational challenges of companies whilst taking into account internal factors, such as the company's structure, strategic goals and leadership approach
- work out independent solutions and act as a consulting team to a company

3 Course Description and Course Structure

a. Sales Management

Sales Management plays a critical role in driving economic growth by enabling businesses to generate revenue, build long-term customer relationships, and sustain competitive advantage. Particularly in B2B markets, where sales cycles are complex, decision-making is multi-layered, and value creation is essential, mastering sales strategies and processes is a key competency for business success.

This module provides students with a comprehensive understanding of sales management, equipping them with the strategic, operational, and negotiation skills required to excel in one of the most dynamic and high-

impact career fields. Students will gain insights into B2B business models, sales strategy development, customer segmentation, and sales process optimization, including the role of AI-supported sales tools and analytics, along with practical negotiation and persuasion techniques.

The following focus topics serve as an anchor for the structure of the course:

PART 1: STRATEGY – Understanding the Sales Landscape

- Understanding B2B Sales: Business models and market dynamics, with globalization, digitization, and crises as transformative drivers
- Building a Sales Strategy: The Sales Profit Chain and growth bottlenecks

PART 2: PROCESS – Managing Customers & Sales Operations

- Structuring the Sales Process: Aligning company and customer perspectives, including the use of digital and AI-supported tools throughout the sales process.
- Customer Segmentation & Targeting: Where to focus for maximum impact, including data- and AI-supported customer prioritization.

ART 3: EXECUTION – Sales Tactics & Negotiation Mastery

- Understanding the Buying Centre: Mapping key stakeholders
- Negotiation & Persuasion: Mastering the sales conversation, using AI to enhance negotiation skills
- Advanced Selling Techniques: The Challenger Sales Approach & beyond

b. Sales Management Project

The main objective of the sales management project as integral part of the module is to prepare students for a situation that will most likely arise in their future professional life: The executive board of a company challenges them to find solutions to a current sales management challenge. Being new to the company, there is a lack of understanding of the specific problem, as well as of company internal mechanisms and external, environmental and competitive factors.

In this class, companies will present up-to-date sales problems. Students will work out solutions by

- conducting a literature research to find up-to-date scientific findings that they might transfer to the specific marketing and sales management problem,
- analysing the market and competitive environment of the company in question,
- analyzing – if given - internal company data,
- being coached by the company's manager and the professor whether a solution is feasible,
- synthesizing their information in a management report and a board member presentation.

Students will form consulting teams. Their research is support by different coaching sessions (e.g., on how to prepare information for board members, how to present in a convincing and concise style, and by company members feedback on the status-quo of their presentation).

4	**Teaching Methods** Lectures, in-class cases, negotiation simulations, presentations by students and company managers
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** The module assessment consists of two key components that evaluate both theoretical knowledge and practical application of Sales Management concepts: **Written Exam (50%)** The written exam assesses students' understanding of fundamental Sales Management concepts, strategies, and tools, particularly in B2B markets. It evaluates their ability to analyze sales challenges, articulate key

	theories, and apply structured solutions to complex business scenarios. The exam lasts 60 minutes, accounts for 50% of the final grade, and allows the use of a non-programmable calculator. **Sales Management Project & Final Presentation (50%)** The Sales Management Project is an integral part of the course, designed to simulate real-world challenges that students may face in their professional careers. Working in consulting teams, students will develop strategic solutions for a real or hypothetical sales management challenge posed by a company. The project culminates in a final presentation, where students demonstrate their ability to structure insights, present solutions persuasively, and communicate effectively with decision-makers. The presentation lasts approximately 20 minutes and contributes 50% to the final grade.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Sabrina Scheidler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** Deeter-Schmelz, Hunter, Loe, Mullins, Rich, Beeler & Schrock (2023): Professional Selling, 2. Edition, SAGE Publications Inc: Beverly Hills. Dixon & Adamson (2013): The Challenger Sale: How to take control of the customer conversation, Portfolio Penguin, New York City. Jobber, Lancaster & Le Meunier-FitzHugh (2019): Selling and Sales Management, 11. Edition, Pearson: Harlow. Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. John Wiley & Sons. Rackham (1988): SPIN Selling, McGraw-Hill Professional: New York City. Wieseke, J. (2023). The Sales Profit Chain: Understanding causal chains – Optimizing sales – Increasing profitability. Bochum Sales Publishing GmbH. Wieseke, J. (2023). SALESTEGY: Combining sales & strategy—Guiding innovative business models to success. Bochum Sales Publishing GmbH

Number	Titel				
925160	**Business Analytics & Logistics**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	4	Summer semester only	Core elective	10

1	**Events**	**Type of event**	**Planned group size**	**Workload**		**HPW**
				Contact-hours	**Self-study**	
				90 h	210 h	6
-	Digital Business	Seminar Event				3
-	Logistics	Seminar Event				3

2 Learning Outcomes / Competencies

a. Business Analytics

Knowledge and Understanding:

- They understand the concepts of data normalization and entity relationship modelling.
- The students know the principles and differences of transactional and analytical processes for business management.
- They understand the different types of structured data.
- They are able to distinguish between manual, semi-automatic and automatic tasks.
- They understand the potential of cross-functional and cross-company automation and integration
- They know the definitions and the purpose of standard business software suites and modules for both transactional and analytical applications.
- They are able to describe the advantages and disadvantages of implementing und using standard business software.

Application and Generation of Knowledge:

- The students have the capability, to analyze a business' key figures with standard office software and with a self-service business intelligence solution.
- They are able to work with the most frequently used modules of a standard enterprise resource planning solution.

Communication and Cooperation:

- The students solve independently and in groups tasks on the basis of various case studies within an enterprise resource planning solution, within a self-service business intelligence solution and within a standard office software.
- They test their practical knowledge with the support of questionnaire based on an audience response system.

Scientific Self-Understanding / Professionalism:

- Students get access to the used systems not only in class, but also from home. Thus, they can practice themselves outside the lecture.

b. Logistics

Knowledge and Understanding:

- The students can describe strategies and concepts of a global orientated logistics.
- They can explain the importance of integrated supply chains for the global trade and can define the underlying concepts of supply chain management.

Application and Generation of Knowledge:

	• The students can analyze and assess interactions and dynamics within a global supply chain case and develop related strategies for optimization of international and global logistics. *Communication and Cooperation:* • The students take actively part in discussing case studies and are able to present and prudently defend their decision-making. *Scientific Self-Understanding / Professionalism:* • The students can reflect upon strategic logistics challenges of a company acting in global supply chains and independently work out concepts based on best practice examples.
3	**Course Description and Course Structure** **a. Business Analytics** Transactional and Analytical Business Applications • Utilizing standard office software for business analytics • Different types of structured data • Normalizing data • Entity relationship modelling • Fundamentals of transactional and analytical systems Transactional Processes • Software suites and modules in the area of transactional processes • Case study in financial accounting • Case study in human capital management Business Analytics • Software suites in the area of business analytics • Business intelligence in practice • Basics and application of artificial intelligence in analytics • Case study in AI-assisted self-service business intelligence **b. Logistics** Logistics handles and manages the world-wide material flow processes. With the shift of objectives from costs to service-levels and continuing derivatisation and globalization logistics is challenged to manage increasing complexity, uncertainty and risk. This course discusses and analyzes the strategies and concepts offered by supply chain management which aim to coordinate and synchronize processes for truly global integrated logistics. Topics include: • Logistics and supply chains – concepts, characteristics and challenges of international and global logistics • Inventories in global supply chains • Transportation and distribution strategies • Push and pull strategies • Strategic fit and supply chain coordination • Decision-support (including AI applications)
4	**Teaching Methods** Lecture and case work/coaching Exercises at the computer
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -

6	**Examination Forms** One individual assignment (electronic document: large spreadsheet document with 12 tabs) (25 %) in Business Analytics One group assignment (electronic artefact: mid-sized web app) in Business Analytics Presentation of case study work in groups (25%), 15 minutes in Logistics Written examination at the end of the course (25%), max. 45 min. in Logistics
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Tim Gruchmann Prof. Dr. Lutz Niehüser **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Business Analytics** Laudon, Kenneth C./Laudon, Jane Price (2016): Management Information Systems: Managing the Digital Firm, 14. Aufl., Boston 2016. **b. Logistics** Chopra, Meindl: Supply Chain Management: Strategy, Planning And Operation, 7th Edition, Pearson, 2018. Simchi-Levi, Kaminsky, Simchi-Levi: Designing and Managing the Supply Chain, 3rd Edition, McGraw Hill, 2007 Grant, D.B.: Logistics Management, Pearson, 2012 Bowersox, D., Closs, D., Cooper, M. B.: Supply Chain Logistics Management, 4th Edition, McGraw-Hill, 2012

Number	Titel				
925170	**International Economics**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	Summer semester	Summer semester only	Core elective	10

1	**Events**	**Type of event**	**Planned group size**	**Workload**		**HPW**
				Contact-hours	**Self-study**	
				90 h	210 h	6
-	International Trade	Seminar Event				3
-	International Money	Seminar Event				3

2 Learning Outcomes / Competencies

a. International Trade

Knowledge and Understanding:

The Students know/have

- about factors that enhance or impede trade between countries,
- about the gains from trade illustrated by models that deal with differences in productivity or in resources,
- how international trade allows to specialise giving countries greater efficiencies of large-scale production,
- the basic instruments of international trade policy, and
- a basic understanding of the political economy of trade policy.
- an understanding of how cross-border differences in trade costs, regulation and market conditions shape firms' international sourcing, production location and market selection decisions.
- a basic understanding of the potential and limitations of artificial intelligence (AI) in analysing international trade and informing international business decisions.

Application and Generation of Knowledge:

The Students can

- distinct and assess major drivers of international trade,
- identify and analyse international economic conditions and relations for international business,
- read and assess, and present (suitable) scientific research papers,
- present and prudently defend results in a complex and demanding environment, and
- apply economic models to current topics on international trade and finance.
- apply trade models to assess how tariffs, trade agreements and changes in global value chains affect firms' international competitiveness and cross-border business decisions.
- use selected AI applications to support the analysis of trade-related questions and critically validate their outputs against economic theory, reliable data and original sources.

Communication and Cooperation:

The Students can

- critically discuss pros and cons of selected issues of international trade policy,
- work on joint tasks, i.e. presentation of a scientific research paper, in a team,
- organise and manage team tasks in a project oriented manner.

Scientific Self-Understanding / Professionalism:

The Students can

- manage and transform work or study material that is complex and abstract,

- critically contribute to the areas of international trade reflecting different societal and economic points of views,
- deal with the interplay between economic framework conditions and the strategic outline of players in the international markets, and
- work on projects and ideas with a high level of autonomy.
- document the use of AI transparently and critically reflect on source reliability, bias, data confidentiality and responsibility for their own conclusions

b. International Money

Knowledge and Understanding:

The Students know/have

- the relation of international transactions to national income accounting,
- about how exchange rates are determined,
- about the differences of floated and fixed exchange rate systems,
- a basic understanding of the interactions between money supply, interest rates and exchange rates, and
- about selected topics regarding international capital markets.

Application and Generation of Knowledge:

The Students

- distinct and assess major drivers of international money,
- assess the interplay of money supply, interest rates and exchange rates,
- read and assess, and present (suitable) scientific research papers,
- present and prudently defend results in a complex and demanding environment, and
- apply economic models to current topics on international trade and finance.

Communication and Cooperation:

The Students

- critically discuss pros and cons of selected issues of international macroeconomic policy,
- work on joint tasks, i.e. presentation of a scientific research paper, in a team,
- organise and manage team tasks in a project oriented manner.

Scientific Self-Understanding / Professionalism:

The Students

- manage and transform work or study material that is complex and abstract,
- critically contribute to the areas of international money reflecting different societal and economic points of views,
- deal with the interplay between economic framework conditions and the strategic outline of players in the international markets, and
- work on projects and ideas with a high level of autonomy.

3 Course Description and Course Structure

a. International Trade

- Who trades with whom?
  - Gravity model
  - Trade patterns
- Introduction to international trade theory
  - Labor productivity and comparative advantage
  - Resources, trade and income distribution
- A primer to international trade policy
  - Instruments (tariffs, subsidies and quotas)
  - Political economy of trade policy

	• The institutional framework
	• Economies of scale and international trade
	
	b. International Money
	
	• National income accounting and the balance of payments
	• Foreign exchange markets
	  • Exchange rates
	  • Determinants of foreign exchange markets
	• Exchange rate systems
	  • Flexible exchange rate systems
	  • Fixed exchange rate systems
	• Money, interest rates and exchange rates
	• The exchange rate in the long run
	• Output and the exchange rate in the short run
	• International macroeconomic policy – selected issues

4	**Teaching Methods** Lecture, seminar, coaching and homework For International Trade: Case-based analysis of cross-border business decisions and guided exercises using selected AI applications, including verification of AI-generated outputs and reflection on their limitations.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: -
6	**Examination Forms** Written examination at the end of the course (100 %), 90 min.
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Dr. Andreas Bastgen Prof. Dr. Christian Steiner **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. International Trade** Krugman, P. R., Obstfeld, M., Melitz, M. J. (2018), International Economics – Theory and Policy, 11th ed., Pearson. Carmichael, F. (2005), A Guide to Game Theory, Prentice Hall. Sample of scientific research papers students shall present during the course of this class (see assessment above): Ahmed, Abdullahi D. (2011), International Financial Integration, Investment and Economic Performance in Sub-Saharan, African Countries, Global Economy Journal 11(2).

Streif, Frank (2008), Tax Competition in Europe – Europe in Competition with Other World Regions? ZEW Discussion Paper No. 15-082.

Gosh, Madanmohan, Weimin Wangy (2009), Does FDI Accelerate Economic Growth? The OECD Experience Based on Panel Data Estimates for the Period 1980-2004, Global Economy Journal 9(4).

b. International Money

Farnham, P.G. (2014), Economics for Managers, 3nd ed., Pearson.

Krugman, P. R., Obstfeld, M., Melitz, M. J. (2018), International Economics – Theory and Policy, 11th ed., Pearson.

Mishkin, F. (2018), Economics of Money, Banking and Financial Markets, 12th Edition, Pearson

Mankiw, N.G. (2015), Macroeconomics, 9th ed., Worth Publishers.

Sample of scientific research papers students shall present during the course of this class (see assessment above):

Ahmed, Abdullahi D. (2011), International Financial Integration, Investment and Economic Performance in Sub-Saharan, African Countries, Global Economy Journal 11(2).

Streif, Frank (2008), Tax Competition in Europe – Europe in Competition with Other World Regions? ZEW Discussion Paper No. 15-082.

Gosh, Madanmohan, Weimin Wangy (2009), Does FDI Accelerate Economic Growth? The OECD Experience Based on Panel Data Estimates for the Period 1980-2004, Global Economy Journal 9(4).

Number	Titel				
925180	**Startup Management & Strategic**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
english	1 Semester	Summer semester	Summer semester only	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Startup Management	Seminar Event				3
-	Strategic Sourcing	Seminar Event				3

2 Learning Outcomes / Competencies

a. Startup Management

Knowledge and Understanding:

The Students

- grasp the idea of entrepreneurship and the motivation of entrepreneurs,
- know about the startup development process, especially in an international context,
- understand challenges of startup-management and gain application ready-knowledge on selected methods and tools for it,
- have an overview on startup AI tools and collaboration apps,
- understand the business model design process and connected tools,
- Learn about selected focus topics, e. g.:
  - Be able to take operational management decisions
  - recognize the importance and mechanics of the cash flow plan,
  - understand the Lean Startup management approach and its key tools,
  - grasp the scope of digital marketing,
  - understand financing options with focus on crowd financing

Application and Generation of Knowledge:

The Students can/know/apply/are

- able to develop business models and business plans in an international context
- Depending on focus topics, e.g.:
  - fluent in the use of selected startup AI tools collaboration apps
  - able to manage a startup via the lean start-up approach
  - develop basic cash flow plans
  - design digital marketing campaigns, especially search engine advertising (SEA)
  - design crowdfunding campaigns

Communication and Cooperation:

The Students know/can/are able to

- their role in a team and are able to contribute their strength to the team
- coordinate and work in depth on a business-questions in teams
- coordinate multiple assignments in teams
- able to use collaboration functions of start-up apps

Scientific Self-Understanding / Professionalism:

The Students

- can balance pragmatism with scientific and methodological correctness
- understand that continuous learning and improvement are essential in fast-moving business environments

b. Strategic Sourcing

Knowledge and Understanding:

- The students gain a widespread knowledge of the strategies and concepts of global sourcing.
- They deepen their knowledge of international procurement management while highlighting the interdependencies between procurement and other areas like R&D, product management, marketing, finance, production, logistics, legal etc. within the company.

Application and Generation of Knowledge:

- The students can make a portfolio analysis on purchasing products and can analyze the purchasing goods according to procurement risks and impact on financial result.
- They are able to prepare for and conduct a negotiation with suppliers.
- They compare different sourcing alternatives and make a well-founded and comprehensible management decision.

Communication and Cooperation:

- The students know how to investigate international sourcing opportunities in working groups. They know how to contact institutions and companies to collect information and also to coordinate teams in a result oriented fashion.
- They will be able to present the team results to managers and defend them prudently.

Scientific Self-Understanding / Professionalism:

- The students know how to collect and analyze valuable information for complex sourcing decisions.
- They can reflect on the operational challenges of companies in the background of cultural differences between suppliers from all over the world.

3 Course Description and Course Structure

a. Startup Management

This part of the module offers a focused perspective on challenges for managing startups. Topics will be explored either within the framework of a business game or on the basis of cases studies, own business ideas, scientific studies, case research and practitioners' best practices.

Topics can include:

- What is a startup?
- Startup Apps
- Business Planning Frameworks
- Value Proposition
- Business Model Canvas
- Cash flow plan
- Business Plan
- Lean Startup management techniques
- Digital marketing, e. g. SEO, SEA
- Financing for startups, e. g. crowd funding
- Pitch deck

b. Strategic Sourcing

This module offers students a comprehensive understanding of the key strategies and concepts of global sourcing. As companies streamline their internal production and face increased competition in global markets, procurement has emerged as vital business driver. This course provides an in-depth exploration of procure-

	ment management and strategies, equipping students with essential knowledge of both general sourcing practices and the nuances of international sourcing for global supply chains.
	
	Topics include
	
	• Procurement Management
	  • procurement processes
	  • strategies
	• Tasks and tools of management in the procurement process:
	  • Demand management
	  • Supplier management
	  • Negotiation management
	  • Shipping and supply management
	  • Billing management
	• Risk management and supply chain resilience
	• Case studies of international sourcing and sourcing in the automotive industry
	• Artificial Intelligence tools in the procurement process

4	**Teaching Methods** **a. Startup Management** Seminar-based teaching, project and group work. Includes online business game, lectures, case analyses, spreadsheet modeling, online tools. **b. Strategic Sourcing** Seminar-based teaching, project and group work. Includes lectures, case analyses, spreadsheet modeling, online tools.
5	**Participation Requirements** Formal: 40 ECTS must have been passed. Knowledge and Competencies: Broad basic business knowledge – especially management, marketing, accounting, finance.
6	**Examination Forms** • 50 % semester-long group and individual tasks in Startup Management. The tasks might to be partly implemented in start-up apps or within a business game. Effort per task is mostly equivalent to 1 - 3 pages or a 2 - 3 minute video. Depending on scope, 2 - 4 tasks per student. • 25 % Written examination at the end of the course, 30 min. in Strategic Sourcing • 25 % Homeworks and presentations (20-30 min. business presentation) in Strategic Sourcing
7	**Requirements for the award of credit points** At least 50 % of the total achievable points from all assessments must be obtained to pass the module.
8	**Significance of the grade for the final grade** 4,7 % = (10/170) x 0,8 (IB) 4 % = (10/200) x 0,8 (IBM)
9	**Module Representative** Prof. Dr. Jan-Philipp Büchler Prof. Dr. Fabian Dittrich Prof. Dr. Lars Fischer Prof. Dr. Tim Gruchmann **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** **a. Startup Management**

Büchler (2014) Strategie entwickeln, umsetzen und optimieren, Pearson

Christensen (2000) Innovator‘s Dilemma, Harvard Business Review Press

Christensen / Raynor (2003) Innovator‘s Solution, Harvard Business Review Press

Dittrich: Entrepreneurial Finance – Die Besonderheiten der Finanzierung für Startups, in Hölzle, K.; Surrey, H. (Hersg.): Perspektiven des Entrepreneurship, Stuttgart 2019

Dittrich (2020) Was ich im BWL-Studium hätte lernen sollen. SpringerLink

Kim / Mauborgne (2004) Blue Ocean Strategy

Osterwalder / Pigneur (2010) Business Model Generation, Wiley

Osterwalder / Pigneur (2014) Value Proposition Design, Wiley

Ries (2011) The Lean Startup, Crown Business

b. Strategic Sourcing

Chopra, S.: Supply Chain Management: Strategy, Planning And Operation Global Edition, 8th Edition, Pearson, 2026

Kaufmann, L., Ehrgott, M., Reiman, F.: Selected Cases in Supply Management, 1st Edition, Euro-pean Management Publications, 2013

McCarthy, A., Hay, S.: Advanced Negotiation Techniques, 1st Edition, Apress, 2015

Van Weele, A. J.: Purchasing and Supply Chain Management. Analysis, Strategy, Planning and Practice, 9th Edition, Cengage Learning, 2026

Number	Titel
926110	**Seminars and Projects (changing program)**

Language	Duration	Semester	Frequency of offer	Type of module	CP
english	1 Semester	flexible programme	Irregular	Core elective	10

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				90 h	210 h	6
-	Seminars and Projects 1	Seminar Event				3
-	Seminars and Projects 2	Seminar Event				3

2 Learning Outcomes / Competencies

Lectures and projects belonging to this module focus on various topics and domains and shall provide students with up-to-date study courses beyond the regular curriculum. Lectures and projects shall be on an intermediate or advanced level and shall deal with special fields of research and/or business skills that are related to the field of international business. Lecturer and/or project coaches can be members of the faculty staff and visiting professors as well as visiting lecturers from private and public business.

The following list exemplifies lectures and projects that are deemed to qualify to become part of this module (alternating program!):

- Lectures (possible): Mergers and Acquisition, Event Management, Brand Marketing and Brand Management, Reverse Innovations, International Trade Law, Ownership Rights and Litigation, Diversity Management, Entrepreneurship & Business Start-ups, Ethics and Law, Subsidiary Controlling, Development Economics, Management in Emerging Markets, Strategic Decision Theory, Institutional Economics, etc.
- Projects (possible): Case Competitions, Management Projects, etc.

The actual program will be announced in due time before beginning of term.

3 Course Description and Course Structure

Depending on the lectures/projects actually selected for the particular semester.

4 Teaching Methods

Depending on the lectures/projects actually selected for the particular semester.

5 Participation Requirements

Formal: 40 ECTS must have been passed.
Knowledge and Competencies: -

6 Examination Forms

Depending on the lectures/projects actually selected for the particular semester. Will be announced in due time before the beginning of the term.

7 Requirements for the award of credit points

At least 50 % of the total achievable points from all assessments must be obtained to pass the module.

8 Significance of the grade for the final grade

4,7 % = (10/170) x 0,8 (IB)
4 % = (10/200) x 0,8 (IBM)

9	**Module Representative** Prof. Dr. Axel Faix Prof. Dr. Felix Wenger **Lecturer** Alle hauptamtlichen Lehrpersonen des Fachbereichs
10	**Literature** Will be announced in due time before the beginning of term.

Number	Titel				
920260	**Work Placement Semester**				
Language	**Duration**	**Semester**	**Frequency of offer**	**Type of module**	**CP**
	1 Semester at least 20 weeks		each semester	Compulsory	30

1	Events	Type of event	Planned group size	Workload		HPW
				Contact-hours	Self-study	
				-	-	

2 Learning Outcomes / Competencies

Knowledge and Understanding:
Students have a comprehensive insight into the professional fields that are opened up by the degree program or their chosen specializations. They understand the requirements placed on them in application situations. They have a broader understanding of potential options and motives for planning their final semesters of study so that they can plan their further course of study in a targeted manner.

Application and Generation of Knowledge:
During the work placement semester, students acquire the ability not only to understand their acquired specialist knowledge theoretically, but also to apply it in a targeted manner in professional practice. They develop an in-depth understanding of the practice-oriented application of the knowledge acquired during their studies, with a focus on the transferability of these skills to the professional context. You will be able to embed practical experience in well-founded concepts and evaluate them critically.
The connection between theory and practice manifests itself in the students' competent use of subject-specific tools and methods, which are taught during the course (e.g. in the compulsory elective modules). The in-depth insight into a specific professional field and the detailed examination of the relevant requirement profiles give students an overview of potential career paths. The practical report allows students to reflect on their experiences and make informed decisions about their academic and professional careers.

Communication and Cooperation:
Students formulate appropriate applications and present themselves confidently and successfully in job interviews. The practical report provides an in-depth reflection on experiences of success and failure while working with colleagues and customers. This reflection covers various facets of their personal and social skills, allowing students to identify and develop their strengths and weaknesses in certain areas.
During a work placement within an English- or German-speaking country, students come into direct contact with different cultural norms, values and working methods. This promotes their ability for intercultural communication and sensitivity towards global differences. Students have improved their language skills in the respective national language.

Scientific Self-Understanding / Professionalism:
After completing the work placement semester, students have developed more precise ideas about their future professional activities. The students prepare a practical report including a critical reflection of their individual practical experience using scientific methods. In doing so, the students comprehensively present the project they have carried out and, guided by a guideline, deal with the knowledge and experience they have gained.

3 Course Description and Course Structure

Students from a partner university who join our Double Degree program are allowed to complete their internship semester **anywhere in the world**, including in their home country. The report about the work placement has to be written in English.

- The search for a work placement semester for the 7th semester needs to be organized independently by the students.
- The responsible advising and organizing unit is the Internship Office of the Faculty of Business Studies.

	• All company tasks in which the student solves a project largely independently or makes a definable contribution to its solution are eligible as areas of activity for the work placement. The work placement semester must be completed in an English- or German-speaking country. • At the end of the work placement semester, a report must be submitted which is assessed by the Internship Office and an examiner. • Further details are regulated by the "Ordnung über das Praxissemester". The Internship Office of the Faculty of Business Studies provides all necessary documents and guidelines etc. via the homepage about work placement semester.
4	**Teaching Methods** Formal: - Knowledge and Competencies: -
5	**Participation Requirements** Formal: - Knowledge and Competencies: -
6	**Examination Forms** none
7	**Requirements for the award of credit points** *Coursework throughout the semester (according to § 21(2) of RahmenPO)* A report at the end of the work placement semester (25,000–37,500 characters) that meets the requirements (see below) and must be graded "pass." The report must be submitted no later than four weeks (28 days) after the end of the work placement semester. *Mandatory Attendance* Attendance is mandatory (active participation in accordance with § 21, paragraph 2 of RahmenPO) for a minimum of 20 weeks on a full-time basis (at least 750 hours) during the work placement semester. Mandatory attendance is necessary to achieve the learning objectives of the work placement semester. Students must subsequently provide proof of attendance during the work placement semester in the form of a certificate from the internship site detailing the content, duration, and successful completion of the practical work. *Exceptions* The work placement semester may also be completed on a part-time basis. The number of hours per week must be at least 20. As a rule, the duration of the internship is then approximately 37.5 weeks. A total of 750 working hours must also be completed by the end of the internship. The total duration may not exceed two semesters. *Legal Consequences* If the required minimum attendance (at least 750 hours) is not met and there is no recognized reason for an exception, the work placement semester is considered "failed." The work placement semester can only be completed after retaking it.
8	**Significance of the grade for the final grade** The module is graded as "pass" or "fail."
9	**Module Representative** Prof. Dr. Martin Kißler **Lecturer** see current course catalog or individual study plan in the Portal of the University of Applied Sciences and Arts Dortmund
10	**Literature** -