ISM
INTERNATIONAL SCHOOL OF MANAGEMENT
University of Applied Sciences

COURSE HANDBOOK

BACHELOR DISTANCE LEARNING
B.SC. BUSINESS ADMINISTRATION

VALID FOR STUDENTS STARTING FROM SUMMER SEMESTER 2024
(VERSION OF AUGUST 2025)

ISM MODULE MANUAL
BACHELOR DISTANCE LEARNING B.SC. BUSINESS ADMINISTRATION

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LEARNING GOALS

The study program B.Sc. Business Administration prepares students for management activities in companies. Thus, the academic qualification primarily serves to promote the professional ability to act in entrepreneurial decisions and in a business context. This means in detail:

- **Business expertise:** Graduates of the program have a broad and integrated knowledge of business as well as an in-depth understanding of business theories and methods and are able to apply these to make or prepare business decisions and develop well-founded approaches to solutions for business issues. They are familiar with the business environment and can critically classify economic and economic policy aspects. In particular, they are able to position themselves within the conflicting priorities of economic activity on the one hand and social responsibility on the other. These skills lay the foundation for preparing, accompanying and making management decisions.

  Students learn methods in the field of innovation and project management as well as strategic management. In addition, students have a deeper understanding of the challenges of digitalization for business models and processes as well as the question of sustainable business.

  Depending on the elective modules chosen, students will also acquire an in-depth understanding of the following (among other things):

  - Financial management: Possibilities of corporate finance, use of modern financial instruments and international financial management, accounting according to IFRS, business analysis and corporate taxation.
  - Brand management: Current trends and changes affecting both the brand manufacturing industry and society, influence of "digitalization" and "sustainability" on strategies in brand management, also in relation to product, price, retail and communication.
  - Media and communication: Marketing-specific and communication science theories and methods, concepts and strategies in the field of media effects research and corporate communication.
  - HR and organization: Fundamentals of occupational and organizational psychology, development of (digital) business models, entrepreneurship.

- **Scientific expertise:** Students will be able to carry out application-oriented projects according to scientific principles and apply the theories and methods they have learned with empirical foundation. In doing so, they can use both quantitative and qualitative research methods.
- **Ethical skills:** Students are able to evaluate business decisions in terms of their social impact and moral objectives. They understand the relationships of companies and organizations with different social stakeholders.
- **Problem-solving and communication skills:** The students acquire professional operational competence. They are able to analyze processes and problems in management practice and independently develop economically justified solutions. In addition, they are able to present and represent their concerns rhetorically skillfully.
- **Intercultural skills:** The students develop an understanding of cultural differences and are able to act and communicate confidently in international contexts. They can reflect on their own communication and leadership behavior and adapt it to different contexts and requirements.

- **Media skills:** Students can use digital media to research, classify and evaluate information in a self-directed and targeted manner, as well as to communicate and collaborate with others. They are thus able to acquire new knowledge independently.

CURRICULUM B.SC. BUSINESS ADMINISTRATION

Full-time (6 semesters) Digital Track

SEMESTER	MODULES						ECTS CREDITS
1.	Self-management 5 ECTS	Business English 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Mathematics 5 ECTS	30
2.	Scientific Methods 5 ECTS	Law 1 5 ECTS	Organizational Management 5 ECTS	Accounting & Financial Reporting 5 ECTS	Innovation & Project Management 5 ECTS	Statistics 5 ECTS	30
3.	Rhetorics & Communication 5 ECTS	Law 2 5 ECTS	Investment & Financing 5 ECTS	Cost Accounting 5 ECTS	Digital Transformation 5 ECTS	Microeconomics 5 ECTS	30
4.	Intercultural Communication 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Human Resources Management 5 ECTS	Sustainability Management 5 ECTS	Macroeconomics 5 ECTS	30
5.	Leadership 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Strategic Management 5 ECTS	Market research 5 ECTS	30
6.	Elective 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Supply Chain Management 5 ECTS	Bachelor Thesis with Colloquium 10 ECTS		30

Elective Modules (Digital Track):

- Brand Management
- Business Analysis
- Corporate Communication
- Corporate Structuring
- Digital Brand Communication
- Digital Business Models
- Entrepreneurship
- Introduction to Financial Management
- International Financial Management
- International Financial Reporting
- Media & Communication
- Occupational & Organizational Psychology

Part-time 1 (9 semesters) Digital Track

SEMESTER	MODULES				ECTS CREDITS
1.	Self-management 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	Mathematics 5 ECTS	**20**
2.	Business English 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Accounting & Financial Reporting 5 ECTS	Statistics 5 ECTS	**20**
3.	Scientific Methods 5 ECTS	Innovation & Project Management 5 ECTS	Cost Accounting 5 ECTS	Law 1 5 ECTS	**20**
4.	Rhetorics & Communication 5 ECTS	Organizational Management 5 ECTS	Investment & Financing 5 ECTS	Law 2 5 ECTS	**20**
5.	Intercultural Communication 5 ECTS	Human Resources Management 5 ECTS	Digital Transformation 5 ECTS	Microeconomics 5 ECTS	**20**
6.	Leadership 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Macroeconomics 5 ECTS	**20**
7.	Elective 5 ECTS	Elective 5 ECTS	Sustainability Management 5 ECTS	Market research 5 ECTS	**20**
8.	Elective 5 ECTS	Elective 5 ECTS	Supply Chain Management 5 ECTS	Strategic Management 5 ECTS	**20**
9.	Elective 5 ECTS	Elective 5 ECTS	Bachelor Thesis with Colloquium 10 ECTS		**20**

Part-time 2 (12 semesters) Digital Track

SEMESTER	MODULES			ECTS CREDITS
1.	Self-management 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	15
2.	Business English 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Mathematics 5 ECTS	15
3.	Organizational Management 5 ECTS	Accounting & Financial Reporting 5 ECTS	Statistics 5 ECTS	15
4.	Scientific Methods 5 ECTS	Innovation & Project Management 5 ECTS	Law 1 5 ECTS	15
5.	Digital Transformation 5 ECTS	Cost Accounting 5 ECTS	Law 2 5 ECTS	15
6.	Rhetorics & Communication 5 ECTS	Investment & Financing 5 ECTS	Microeconomics 5 ECTS	15
7.	Intercultural Communication 5 ECTS	Human Resources Management 5 ECTS	Macroeconomics 5 ECTS	15
8.	Elective 5 ECTS	Elective 5 ECTS	Sustainability Management 5 ECTS	15
9.	Elective 5 ECTS	Elective 5 ECTS	Market research 5 ECTS	15
10.	Elective 5 ECTS	Elective 5 ECTS	Strategic Management 5 ECTS	15
11.	Elective 5 ECTS	Elective 5 ECTS	Supply Chain Management 5 ECTS	15
12.	Leadership 5 ECTS	Bachelor Thesis with Colloquium 10 ECTS		15

Full-time (6 semesters) On-Campus Track

SEMESTER	MODULES						ECTS CREDITS
1.	Self-management 5 ECTS	Business English 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Mathematics 5 ECTS	30
2.	Scientific Methods 5 ECTS	Law 1 5 ECTS	Organizational Management 5 ECTS	Accounting & Financial Reporting 5 ECTS	Innovation & Project Management 5 ECTS	Statistics 5 ECTS	30
3.	Rhetorics & Communication 5 ECTS	Law 2 5 ECTS	Investment & Financing 5 ECTS	Cost Accounting 5 ECTS	Digital Transformation 5 ECTS	Microeconomics 5 ECTS	30
4.	Elective 5 ECTS	Elective 5 ECTS	Supply Chain Management 5 ECTS	Human Resources Management 5 ECTS	Sustainability Management 5 ECTS	Macroeconomics 5 ECTS	30
5. (on campus) Winter semester	Competitive Advantage 5 ECTS	Global Communications 5 ECTS	International Finance Management 5 ECTS	International Trade and Sales 5 ECTS	Leading to High Performance 5 ECTS	Strategic Management 5 ECTS	30
6.	Elective 5 ECTS	Elective 5 ECTS	Elective 5 ECTS	Bachelor Thesis with Colloquium 10 ECTS		Market research 5 ECTS	30

Elective Modules (On-Campus Track):

- Brand Management
- Business Analysis
- Corporate Communication
- Corporate Structuring
- Digital Brand Communication
- Digital Business Models
- Entrepreneurship
- Introduction to Financial Management
- International Financial Reporting
- Media & Communication
- Occupational & Organizational Psychology

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Part-time 1 (9 semesters) On-Campus Track

SEMESTER	MODULES						ECTS CREDITS
1.	Self-management 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS		Mathematics 5 ECTS		**20**
2.	Business English 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Accounting & Financial Reporting 5 ECTS		Statistics 5 ECTS		**20**
3.	Scientific Methods 5 ECTS	Innovation & Project Management 5 ECTS	Cost Accounting 5 ECTS		Law 1 5 ECTS		**20**
4.	Rhetorics & Communication 5 ECTS	Organizational Management 5 ECTS	Investment & Financing 5 ECTS		Law 2 5 ECTS		**20**
5.	Supply Chain Management 5 ECTS	Human Resources Management 5 ECTS	Digital Transformation 5 ECTS		Microeconomics 5 ECTS		**20**
6.	Elective 5 ECTS	Elective 5 ECTS	Sustainability Management 5 ECTS		Macroeconomics 5 ECTS		**20**
7.	Elective 5 ECTS	Elective 5 ECTS	Elective 5 ECTS		Market research 5 ECTS		**20**
8. (on campus) (Winter semester)	Competitive Advantage 5 ECTS	Global Communications 5 ECTS	International Finance Management 5 ECTS	International Trade and Sales 5 ECTS	Leading to High Performance 5 ECTS	Strategic Management 5 ECTS	**30**
9.	Bachelor Thesis with Colloquium 10 ECTS						**10**

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Part-time 2 (11 semesters) On-Campus Track

SEMESTER	MODULES						ECTS CREDITS
1.	Self-management		Introduction to Business Administration 1		Introduction to Business Administration 2		15
	5 ECTS		5 ECTS		5 ECTS		
2.	Business English		Theories & Methods of Business Administration		Mathematics		15
	5 ECTS		5 ECTS		5 ECTS		
3.	Organizational Management		Accounting & Financial Reporting		Statistics		15
	5 ECTS		5 ECTS		5 ECTS		
4.	Scientific Methods		Innovation & Project Management		Law 1		15
	5 ECTS		5 ECTS		5 ECTS		
5.	Digital Transformation		Cost Accounting		Law 2		15
	5 ECTS		5 ECTS		5 ECTS		
6.	Rhetorics & Communication		Investment & Financing		Microeconomics		15
	5 ECTS		5 ECTS		5 ECTS		
7.	Supply Chain Management		Human Resources Management		Macroeconomics		15
	5 ECTS		5 ECTS		5 ECTS		
8.	Elective		Elective		Sustainability Management		15
	5 ECTS		5 ECTS		5 ECTS		
9.	Elective		Elective		Market research		15
	5 ECTS		5 ECTS		5 ECTS		
10. (on campus) (Winter semester)	Competitive Advantage	Global Communications	International Finance Management	International Trade and Sales	Leading to High Performance	Strategic Management	30
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	
11.	Elective		Bachelor Thesis with Colloquium				15
	5 ECTS		10 ECTS				

Full-time (6 semesters) Practical Track

SEMESTER	MODULES						ECTS CREDITS
1.	Self-management	Business English	Introduction to Business Administration 1	Introduction to Business Administration 2	Theories & Methods of Business Administration	Mathematics	30
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	
2.	Scientific Methods	Law 1	Organizational Management	Accounting & Financial Reporting	Innovation & Project Management	Statistics	30
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	
3.	Rhetorics & Communication	Law 2	Investment & Financing	Cost Accounting	Digital Transformation	Microeconomics	30
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	
4.	Intercultural Communication	Elective	Strategic Management	Human Resources Management	Sustainability Management	Macroeconomics	30
	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	5 ECTS	
5.	Leadership	Elective	Bachelor Thesis with Colloquium		Supply Chain Management	Market research	30
	5 ECTS	5 ECTS	10 ECTS		5 ECTS	5 ECTS	
6.	Internship						30
	30 ECTS						

Elective Modules (Practical Track):

- Brand Management
- Business Analysis
- Corporate Communication
- Corporate Structuring
- Digital Brand Communication
- Digital Business Models
- Entrepreneurship
- Introduction to Financial Management
- International Financial Management
- International Financial Reporting
- Media & Communication
- Occupational & Organizational Psychology

ISM MODULE MANUAL

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Part-time 1 (9 semesters) Practical Track

SEMESTER	MODULES				ECTS CREDITS
1.	Self-management 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	Mathematics 5 ECTS	20
2.	Business English 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Accounting & Financial Reporting 5 ECTS	Statistics 5 ECTS	20
3.	Scientific Methods 5 ECTS	Innovation & Project Management 5 ECTS	Cost Accounting 5 ECTS	Law 1 5 ECTS	20
4.	Rhetorics & Communication 5 ECTS	Organizational Management 5 ECTS	Investment & Financing 5 ECTS	Law 2 5 ECTS	20
5.	Intercultural Communication 5 ECTS	Human Resources Management 5 ECTS	Digital Transformation 5 ECTS	Microeconomics 5 ECTS	20
6.	Leadership 5 ECTS	Elective 5 ECTS	Strategic Management 5 ECTS	Macroeconomics 5 ECTS	20
7.	Elective 5 ECTS	Sustainability Management 5 ECTS	Supply Chain Management 5 ECTS	Market research 5 ECTS	20
8.	Bachelor Thesis with Colloquium 10 ECTS		Internship 10 ECTS		20
9.	Internship 10 ECTS				20

Part-time 2 (12 semesters) Practical Track

SEMESTER	MODULES			ECTS CREDITS
1.	Self-management 5 ECTS	Introduction to Business Administration 1 5 ECTS	Introduction to Business Administration 2 5 ECTS	15
2.	Business English 5 ECTS	Theories & Methods of Business Administration 5 ECTS	Mathematics 5 ECTS	15
3.	Organizational Management 5 ECTS	Accounting & Financial Reporting 5 ECTS	Statistics 5 ECTS	15
4.	Scientific Methods 5 ECTS	Innovation & Project Management 5 ECTS	Law 1 5 ECTS	15
5.	Digital Transformation 5 ECTS	Cost Accounting 5 ECTS	Law 2 5 ECTS	15
6.	Rhetorics & Communication 5 ECTS	Investment & Financing 5 ECTS	Microeconomics 5 ECTS	15
7.	Intercultural Communication 5 ECTS	Human Resources Management 5 ECTS	Macroeconomics 5 ECTS	15
8.	Elective 5 ECTS	Sustainability Management 5 ECTS	Strategic Management 5 ECTS	15
9.	Elective 5 ECTS	Supply Chain Management 5 ECTS	Market research 5 ECTS	15
10.	Leadership 5 ECTS	Bachelor Thesis with Colloquium 10 ECTS		15
11.	Internship 15 ECTS			15
12.	Internship 15 ECTS			15

MODULES

Accounting & Financial Reporting

Module code FIBU1-EN	**Semester** 2	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** In this module, students are familiarized with the collection and processing of information in the financial accounting of a company. Essentially, the basic principles of accounting and accounting techniques, from the proper recording of data, the further processing of the recorded data to the annual financial statements according to IFRS requirements are discussed. The first part of the module introduces financial accounting and explains inventory and stocktaking as well as the basics of the balance sheet and the opening balance sheet. Basic principles of proper accounting and the basics of recording and processing individual business transactions are taught. In addition, the simple preparation of annual financial statements is dealt with on the basis of the recording and processing of business transactions. Special bookings of commercial and industrial companies are also discussed.The second part of the module, Balance Sheets, introduces the annual financial statements under IFRS, consisting of the statement of financial position, statement of comprehensive income, statement of change in equity, cash flow statement and notes. Regarding the statement of financial position, the legally required presentation of the use of funds as fixed and current assets and the origin of funds through equity and liabilities is explained. In addition, the accruals and deferrals necessary for the correct determination of profits are presented. Concerning the statement of comprehensive income, the calculation of various profit and loss components is discussed. Finally, the task and content of the notes of the financial statements are presented. Furthermore, this module section presents the origin and use of funds on the basis of financial assets (cash flow statement) as well as the supplementary reporting instrument, the management report.
2	**Learning outcomes** After successful completion of the module, students have a broad and integrated knowledge of the legal basis and business necessity of accounting as well as the derived IFRS information instruments.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written

	and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The module represents the basis for all other business administration subjects. Basic accounting methods are explained. A more in-depth study of the contents and in particular of the methods takes place in the elective modules "International Financial Reporting" and "Business Analysis”. Applicability for other study courses: The modules “Accounting & Financial Reporting” and “Cost Accounting” combined can be recognized as module “Finanzbuchhaltung, Bilanzen, Kosten- & Leistungsrechnung” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Bachelor Thesis including colloquium

Module code BAC-EN	**Semester** 5 or 6	**Duration** 1 semester	**ECTS credits** 10
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 300 hours

1 Content

The module "Bachelor thesis" comprises the processing and preparation of the thesis as well as the accompanying participation in a colloquium. The thesis is a written final paper on a defined problem in business administration, economics or financial management. It should show that the person is capable of independently working on a practice-oriented task from his or her subject area within a specified period of time, both in its subject-specific details and in the interdisciplinary contexts, using scientific and subject-specific practical methods.

In the context of the 12-week colloquium, the elaboration of the thesis is supported step by step and the students' self-controlling and self-organization are promoted. The students independently develop a plan for the preparation of the Bachelor thesis and define weekly goals (intermediate steps). They present the achievement of the goals in the colloquium and receive feedback from the students participating in the colloquium and the instructor providing the colloquium. Goals may relate to the following elements of scientific work, among others:

- Elaborate, derive and define the research question
- Select and justify method (quantitative, qualitative, or theoretical work).
- Conduct literature research
- Cite and create bibliography
- Create outline of the work
- Developing the basis for the theoretical and empirical foundations
- Formulate theses/hypotheses
- Presenting the exposé (compulsory: counts as an examination in the colloquium)
- Develop basis for data collection (e.g. questionnaire or interview guide)
- Create (online) questionnaire, perform test run
- Plan data evaluation
- Present results
- Discuss results
- Discuss theoretical and practical implications
- Work out conclusion
- Present abstract

Students are supposed to register for the colloquium as soon as they have chosen a topic. Ideally, the first colloquium dates take place in preparation for the admission of the thesis. The elaboration of the thesis takes place after the admission. The exposé should be presented about two to four weeks after admission.

2	**Learning outcomes** The students acquire professional competences for the preparation of scientific papers. In addition, they can use the knowledge acquired during their studies and apply it in relation to their research question in order to generate new knowledge. Setting goals and regularly reviewing intermediate goals lead to an increased self-organization and self-controlling in terms of self-competence. The exchange and comparison of goal achievement with other students and the teacher enables and promotes communication and cooperation and leads to the further development of social competence.
3	**Teaching and learning methods** The thesis is an independent written work with accompanying colloquium. In addition, students receive written study material that summarizes methodological tips for writing a Bachelor thesis and serves as a guide for writing the thesis and preparing for the colloquium. Discussion, feedback and reflection take place during the colloquium. The regular presentations enable a learning success control, learning from other examples and thereby an improvement of one's own work.
4	**Prerequisites for participation** Formal requirements: Students can complete the module Bachelor thesis with Colloquium if at least 100 ECTS credits have been earned (see Examination Regulations § 20). Recommended prior knowledge: Ideally, students have already completed the course-specific subjects and are familiar with the basic theories, models and approaches of the field of study. They have also taken the modules "Scientific Methods” & “Self-management" and have knowledge in the field of statistics.
5	**Combination with other study areas** Applicability within the study course: The module is ideally at the end of a study program and integrates previously learned methods and theories. The students use the acquired knowledge to answer a practice-relevant question in a well-founded way. Applicability for other study courses: Depending on the topic, in the German Bachelor's distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** In order to pass the module, students must have presented an exposé of their Bachelor thesis in the colloquium. The exposé will be discussed and assessed, but not graded. The module concludes with a written Bachelor thesis, which is assessed and graded by two teachers. Further details are regulated by the examination regulations.
7	**Weighting of the mark in the final grade** 10/150 (Digital Track), 10/155 (On-Campus Track), 10/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Business English

Module code SK2-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module provides students with the necessary skills to effectively communicate in English in an international business environment, to give presentations, to write effective and convincingly and to actively participate in discussions on economic social and political issues. For this purpose, students will deepen their knowledge of grammar, structures, and stylistic elements of a conversation and of written business communication. At the same time, students will expand their vocabulary of business terms and general concepts. This supports them to communicate also on complex and contradictory topics and follow discussion about topics, they are not familiar with. Students will practice describing economics aspects, challenges of organizations, processes, and/or structures, for example by describing a company to attract investors or presenting a product to sell. Content is taught through written exercises or by preparing and giving a presentation on a business topic of their choice. Topics are based on current business events (attracting investors, sales presentations, presenting business figures), economic and economic policy issues of current interest and actual societal discourses. In this way, students will expand their English language and rhetorical skills. The module also teaches the basics of negotiation and conversation skills and provides opportunities to practice them.
2	**Learning outcomes** Students will have sufficient vocabulary to deal with specialist business topics independently and communicate purposefully in an international business environment. They will be able to write business letters, e-mails, and job applications. They can actively participate in discussions on business topics and follow discussions on topics, they are not familiar with. Furthermore, they will have knowledge about making business presentations and presenting business topics in an international environment. They can prepare such presentations, independently search for the necessary information, structure the content, and adjust it to the audience. Students can participate in discussions about current social, political, and economic topics, to take a stand on these issues and to exchange ideas with others. The students will be capable of preparing discussions/conversations and negotiations and formulating persuasive and convincing arguments and counterarguments.
3	**Teaching and learning methods** At the beginning of the module, students complete an online placement test. On this basis, a recommendation on the order in which the material should be worked through is derived. In the learning platform, students will find interactive self-learning materials for vocabulary and grammar training, including language recognition for communication training. Audiovisual exercises and writing tasks (e.g., formulating an e-mail) enable students to strengthen

	their language skills independently and receive feedback on their progress. For sustainable learning success, students have access to the learning content throughout their studies and can thus continuously improve their language skills even after completing the module. This module is complemented by a synchronous seminar-based course, which takes place at fixed times (6 × 90 min) in a virtual classroom and helps students to apply and practice their language skills in a group. A digital semester apparatus with (digital) reading recommendations is provided for the course with additional references to supporting material like videos, case studies, papers, or essays.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The module serves the acquisition and further development of the students' language competence. Applicability for other study courses: Mandatory module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

Cost Accounting

Module code FIBU2-EN	**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** ongoing	**Workload** 150 hours

1	**Content** The module “Cost Accounting” deals with the basics of cost recording and cost allocation in the company as well as with the determination of the corporate success. In addition, students are taught the importance of cost information for operational decision-making through the calculation of practical business examples. The theoretical basics of cost accounting (including terms, principles, systematics) are taught. This is followed by a well-founded explanation of cost type accounting (including classification and recording), cost center accounting (including operational accounting sheet, step ladder method, equation method) as well as cost unit accounting (including equivalence number method, overhead and coupling calculation and joint costing as well as cost of sales and total cost method). The explanation of cost accounting systems according to the time reference or the scope of the subject completes this part of the module.
2	**Learning outcomes** After successful completion of the module, students have a basic knowledge of the interaction of operative and dispositive processes of the sub-areas of internal accounting as well as of the essential methods and techniques of cost and performance accounting.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: “Accounting & Financial Reporting”
5	**Combination with other study areas** Applicability within the study course: The module represents the basis for all other business

	administration subjects. Basic accounting methods are explained. A more in-depth study of the contents and in particular of the methods takes place in the elective modules "International Financial Reporting" and "Business Analysis”. Applicability for other study courses: The modules “Accounting & Financial Reporting” and “Cost Accounting” combined can be recognized as module “Finanzbuchhaltung, Bilanzen, Kosten- & Leistungsrechnung” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Digital Transformation

Module code BW3-EN		**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory		**Language** English	**Intake** Ongoing	**Workload** 150 hours
1	**Content** The module "Digital Transformation" addresses the challenges for managers in the current and future competitive environment at the interface of technological developments and market trends in the context of digitalization. After an introduction and overview of digitalization as well as smart and connected products, the focus is on how companies can build competitive advantage in a digital environment. Here, not only the activities of a particular firm are considered, but also the role of other companies as external partners in ecosystems, which often do not follow traditional industry boundaries. The content familiarizes students with relevant topics and tools that can be used to successfully solve complex and dynamic decision-making situations in the context of digital technologies, data analytics and an increasing importance of artificial intelligence. Emphasis is placed on agile methods in transformation processes as well as platform business models. The module is characterized by illustrating theoretical concepts with practical examples, short case studies and other forms of direct application of the new knowledge. The module takes a general management perspective and analyzes especially the challenges posed by the transformation of existing business activities in the context of digitalization.			
2	**Learning outcomes** After successful completion of the module "Digital Transformation", students have acquired the necessary competencies for digital and dynamic business activities in the future. Through the perspective of general management, students are able to successfully apply and implement the relevant expertise in different functions in companies as well as in different company sizes and industries. In particular, students have a profound, comprehensive and application-oriented knowledge of digitalization and digital transformation. In addition, students are able to describe situations of general management challenges and to develop suitable solutions at strategic and operational level. They can understand the dynamic adaptation of business activities in order to assess changes in the business environment and develop solutions or to proactively influence the environment and thus shape the future rules of competition. Students will be able to compare positions and reflect them critically.			
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and			

	audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and know some widely used management concepts, e.g. value chain or industry analysis (modules "Theories & Methods of Business Administration" and "Innovation & Project Management").
5	**Combination with other study areas** Applicability within the study course: The module forms the basis for the module "Strategic Management". Applicability for other study courses: compulsory module in the (German) Bachelor distance learning course "Betriebswirtschaft" and elective module in the German Bachelor distance learning courses "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Human Resources Management

Module code ORG2-EN	Semester 4	Duration 1 semester	ECTS credits 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Human Resources Management" provides students with essential knowledge about personnel management. The aim of this module is to equip students with comprehensive and up-to-date knowledge as well as the necessary competencies to successfully perform human resource management in a complex and rapidly changing economic and social environment. The students deal with psychological, sociological and legal factors. It is emphasized how HRM and its role in corporate management have developed over the time. The module also addresses current developments that create new challenges for human resource management (e.g. management of virtual teams). It conveys an understanding of successful human resource management and its relevance for corporate success. The module addresses all phases of the employee life-cycle and elaborates on the topics of recruitment, selection, development, retention, performance, talent management and reward systems. It introduces relevant theoretical frameworks of HRM such as HR strategy and HR controlling as well as best practice examples. This is followed by an examination of important socio-economic conditions and megatrends (e.g. the dissolution of work boundaries) that have a significant influence on HR today. It is discussed how HRM helps to manage them to create a competitive advantage for companies today and in the future. The interactions between strategic management and employee leadership and motivation are also dealt with.
2	**Learning outcomes** The students know the current challenges of human resource management. They can explain HR theories and describe approaches of efficient human resource management. Students are able to adopt different perspectives with regard to personnel management and its objectives and reflect on these independently. They are able to evaluate basic methods and models of human resource management and to select and apply suitable models in changing conditions. Students are able to apply their knowledge to current examples from business situations and solve them from different perspectives. They are able to design context-dependent relevant HR processes. Students are able to argue for the application of complex models and to critically question and discuss HR management topics with experts. Students can analyze the labor market and how HRM as a function can support the competitive advantage of an organization. They are familiar with the major forms of recruiting as well as principles of employee retention and development. Students know how a corporate talent management is structured. They are able to analyze and evaluate all aspects of HRM, changes in the meaning of work as well as changes in the labor market.

3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen the content and illustrate it with examples. This content is supplemented by exercises and review questions, which serve the students to check their learning success. In addition, students will find further references to supplementary written and audiovisual learning material in the learning platform, as well as corresponding recommendations on the order in which the material should be worked through. Discussion and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration as taught in the modules "Introduction to Business Administration 1 and 2" as well as "Organizational Management".
5	**Combination with other study areas** Applicability within the study course: An in-depth study of the contents, in particular of the methods, takes place, for example, in the following modules: "Digital Transformation", "Strategic Management", "Occupational & Organizational Psychology". Applicability for other study courses: The modules “Human Resources Management” and “Organizational Management” combined can be recognized as module “Organisation, Human Resources & Leadership” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Innovation & Project Management

Module code BW2-EN	**Semester** 2	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150

1	**Content** The module "Innovation & Project Management" deals with the management of innovations - from the idea to the launch on the market. Since the core of the development of the innovation happens in projects, the second part of the module explains the management of projects. The module thus opens up a holistic as well as summarizing view of the successful management of innovations. For this purpose, the module starts with the basic definitions and an explanation of the importance of innovations for companies, the countries and society. In order to successfully realize innovation projects, appropriate framework conditions must be created. Students will therefore be given an overview of the topics of innovation strategy, organizational forms of innovation management and innovation culture. Subsequently, the generic innovation process is presented and the topics of idea generation, idea evaluation, idea selection and idea implementation are addressed. This part of the module is rounded off with in-depth knowledge on the cross-cutting topics of innovation controlling, intellectual property rights, innovation marketing and the diffusion of innovations. In the second part, the theoretical foundations of project management are first explained before the differences between classic (plan-driven) and agile project management are discussed. Subsequently, the project life cycle of project definition, project planning and implementation is examined in depth. The common methods in the areas of business case analysis, project organization, stakeholder analysis, risk and quality management in classic and agile project planning and implementation are also presented. The theoretical part is further illustrated by using examples which show the connections between the individual topics.
2	**Learning outcomes** Upon completion of the module, students will be familiar with common concepts and methods in innovation and project management. They can explain the innovation management process and apply various methods for idea generation, evaluation and selection. In addition, they understand the importance of the cross-sectional topics of innovation controlling, property rights, innovation marketing and distribution of innovations and can apply these to a case study. Concerning project management, students know the differences between classic/plan-driven and agile project management and can select the appropriate approach for a project as well as set up coordinated measures for project controlling. In addition, they can create a project plan and analyze the stakeholders as well as the risks for a project. Based on this,

	they can design communication and risk management measures adapted to the framework conditions. The students can apply the methods correctly and deal with current software tools. They are able to argue for the application of methods and procedures of innovation and project management.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, students will find further references to supplementary written and audiovisual learning material in the learning platform, as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and are familiar with management concepts, such as value chain, basics of organizational structure and the marketing mix.
5	**Combination with other study areas** Applicability within the study course: The module conveys theoretical knowledge as well as practical skills in project management, which together with the modules "Scientific Work" & "Self-management" also serve as a basis for the module "Bachelor thesis with Colloquium". The theories and methods from innovation management are deepened in the modules "Digital Transformation", "Entrepreneurship" and "Strategic Management". Applicability for other study courses: compulsory module in the (German) Bachelor distance learning program "Betriebswirtschaft" and elective module in the German Bachelor distance learning programs "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Intercultural Communication

Module code SK4-EN	**Semester** 4	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The aim of the module is to sharpen the perception for intercultural differences, to understand their backgrounds and to learn appropriate methods for dealing with differences. Firstly, the term culture is defined based on its components and elements. Students understand the concept of culture and that culture is a field of research in different disciplines (e.g. ethnology, political science, sociology and psychology). This is followed by the presentation and discussion of various cultural dimensions and concepts. On the basis of comparative analyses within the framework of an intercultural training, selected cultures are then placed in relation to one another in accordance with a cultural concept, so that central behavioral patterns in dealing with one another (business etiquette) can be identified. Cultural differences also have an impact on the marketing strategies. It will be discussed how they can be adapted accordingly. Awareness for biased perception (e.g. stereotypes) is raised. The intercultural competence of the students is rounded off by intercultural leadership and organizational concepts as well as the approaches of intercultural communication. The module focuses on cultural awareness as well as scientific approaches and techniques in the field of intercultural communication and management for a diplomatic and confident manner, for example in bargaining situations in different cultures of the world. Ideas and concepts of cross-cultural management, research on culture and identity concepts (e.g. Hall, Hofstede), and the role of culture in the corporate environment will be presented and the techniques and strategies of verbal, non-verbal and para-verbal communication in intercultural contexts will be trained. Techniques and the different possibilities to use them in meetings and strategies to adapt them to an intercultural context by modifying the words, images and gestures are discussed. The discussion of the possibilities of a preparation of employees for their assignments abroad as well as the re-integration of employees rounds off the course. Finally, the culture shock and other personal reactions to intercultural encounters will be discussed as well as the manager's toolkit of intercultural skills.
2	**Learning outcomes** After successful completion of the module, the students should have knowledge of the scientific basics as well as a critical understanding of the most important theories and methods in intercultural communication. They will be able to demonstrate and explain concepts of international marketing on the basis of the main drivers as well as the significance of global control systems and regional integration areas. They are also familiar with the main cultural areas and their specific cultural differences. Students learn how to reflect on their own and evaluate other’s behavior by analyzing the influence of the respective culture on perception and thinking. They know that the cultural background/context plays an important role in communication, marketing and the workspace in general. They will be able to assess (conflictual) situations with regard to cultural aspects and to develop and evaluate new solutions,

	taking into account different industries and cultural areas. Students know about the process of foreign assignments in companies. Students are able to analyze intercultural business situations and to present convincingly in intercultural contexts. They can reflect and compare different points of view in groups and organizations and know what is necessary to work constructively and cooperate in a group.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen the content and illustrate it with examples. These materials are supplemented by exercises and review questions, which serve the students to check their learning success. In addition, students can find further references to supplementary written and audiovisual learning material in the learning platform, as well as recommendations on the order in which the material should be worked through. Discussion and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in general Business Administration and completed the modules “Human Resources Management”, “Organizational Management” and “Rhetorics & Communication”.
5	**Combination with other study areas** Applicability within the study course: The module extends the basics taught in the compulsory modules “Introduction to Business Administration 1 & 2”, “Organizational Management”, "Human Resources Management" and “Rhetorics & Communication”. Applicability for other study courses: none.
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

ISM MODULE MANUAL

BACHELOR DISTANCE LEARNING B.SC. BUSINESS ADMINISTRATION

Introduction to Business Administration 1

Module code BWL1-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Introduction to Business Administration 1" deals with the basics of business administration and gives students an overview of the objectives and important questions of business administration. First, central concepts of business administration are defined (e.g. business, economy, effectiveness/efficiency). On the basis of the corporate model of the value chain, various operational functional areas are presented. Especially the areas of procurement, production, logistics and distribution are discussed in more detail, looking at both strategic and operational aspects. Procurement objects (e.g. parts vs. modules) are categorized and different ordering procedures are dealt with (e.g. individual procurement vs. just-in-time). Deriving from these differences, concrete optimization methods (e.g. ABC analysis) are explained. Regarding procurement principles several purchase optimization opportunities like order interval procedure or order point procedure as well as optimal order quantity are calculated. Regarding logistics the module covers activities like transport, handling (picking) and warehousing. Deciding how much inventory to keep on hand is one of the biggest challenges facing operations managers. Inventory ratios and warehouse key figures are calculated, which help to support inventory management decisions. In operational management, the systematics of production factors and functions are discussed. In addition, different manufacturing processes (e.g. shop floor manufacturing vs. flow production) are defined and evaluated. Make-or-buy decisions are calculated. Lot size planning, operational manufacturing program planning (optimization of capacity utilization), capacity adjustment and chronological process planning (series planning) are used to convey central instruments of production. Overall and main degree of utilization are calculated based on estimated capacity planning.
2	**Learning outcomes** After completing the module, students are familiar with central concepts of business administration and can understand them in context. They have an in-depth understanding of how a company works and understand the value-adding activities. They are able to differentiate between companies according to different criteria and know what is meant by the effectiveness and efficiency of a company. They know the concept of economy and how it is related to human needs and goods (e.g. Maslow pyramid). Students are familiar with the strategic and operational tasks and goals of procurement and can distinguish different procurement objects from each other. They have mastered the method of ABC analysis and know the advantages and disadvantages of different procurement procedures, in order to use them specifically to optimize operations. The students understand the theoretical background of the

	optimal order quantity and are able to calculate it. They have a basic knowledge of production processes and can reproduce and explain their advantages and disadvantages. They know the tasks of logistics in the value-added process and can name their current challenges.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, students will find further references to supplementary written and audiovisual learning material in the learning platform, as well as recommendations on the order in which the material should be worked through. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The content of the module is the basic prerequisite for all other business administration modules. The contents are deepened in the study program with a corresponding focus on specific industries or topics. Applicability for other study courses: The modules “Introduction to Business Administration 1” and “Introduction to Business Administration 2” combined can be recognized as module “Einführung in die Betriebswirtschaftslehre” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marken- & Modemanagement", "Marketing & Kommunikation" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Introduction to Business Administration 2

Module code BWL2-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Introduction to Business Administration 2" deals with theoretical and analytical-methodological basics of strategic and operational aspects of business administration. Students get an overview of the objectives and central concepts of corporate management. The module covers the value-adding activities of a company as well as their connections and management within the framework of market-oriented corporate culture, business ethic, corporate social responsibility and the economics as a circular flow. For this purpose, the basics of strategic management instruments are also discussed (e.g. business models, competitive strategies). On the basis of the corporate model of the value chain, various functional areas are presented and the areas of marketing and sales are discussed in more detail. In the field of marketing, the tasks of marketing are first outlined and the concept of the market is defined. Based on the systematics of market segmentation, students learn about the main activities in marketing along the 4P model (product design, pricing, advertising and sales channel management). Another focus the module are fundamental questions and models of the management of companies that have current relevance, such as market research, the role of information technology systems or scientific management. Using market research results several cases using Break-Even Analysis are calculated.
2	**Learning outcomes** After completing the module, students are familiar with central concepts of business administration and can understand them in context. They have an in-depth understanding of how corporate management works and how value-adding activities are connected. Students know about the basic ideas and implications of central corporate concepts and are able to critically evaluate them. Students are familiar with the strategic and operational tasks and goals of companies. Students have a basic understanding of a company's strategies and business models. They are familiar with the 4P system of marketing and can name specific instruments of each segment and evaluate them with regard to their application potential. Students are familiar with central models and theories of business administration (in particular the Maslow pyramid and scientific management), can assess their suitability for solving related issues and reflect on and discuss the criticisms of the models.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, students

	will find further references to supplementary written and audiovisual learning material in the learning platform, as well as recommendations on the order in which the material should be worked through. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The content of the module is the basic prerequisite for all other business administration modules. The contents are deepened in the study program with a corresponding focus on specific industries or topics. Applicability for other study courses: The modules “Introduction to Business Administration 1” and “Introduction to Business Administration 2” combined can be recognized as module “Einführung in die Betriebswirtschaftslehre” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marken- & Modemanagement", "Marketing & Kommunikation" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Investment & Financing

Module code FIF-EN	**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** In the module "Investment & Financing", the fundamentals of financial mathematics such as interest calculation are taught. Building on this, the module focuses on established methods of investment calculation as the basis for corporate investment decisions, including related financing issues. The corporate investment decisions are based on profitability criteria. These criteria are derived using static methods (including cost comparison calculation, as well as profit, profitability, and amortization comparison calculation) and dynamic methods (including net present value method, annuity method, or internal rate of return method) of investment calculation, and analyzed for their practical applicability, taking into account uncertainty and corporate taxes. On the financing side, the relevant aspects for answering investment-related questions (including financing rules, external and internal financing, equity and debt financing, maturity, cost structure) are presented, and the technique of comprehensive financial planning is deepened.
2	**Learning outcomes** Students are familiar with financial mathematical principles and methods and can apply them in business decision-making situations, such as calculating interest using various methods, evaluating annuity payments, or creating repayment plans. The students are proficient in the essential techniques of cost, profit, and investment analysis, know relevant financing alternatives, and can use this knowledge as a basis for entrepreneurial decisions. The students are capable of interactively consider even complex issues related to cost and investment analysis and developing adequate solution strategies for practical use. The students are able to independently delve into specialized topics related to investment and financing through further literature.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Students know the basics of business administration from the module "Introduction to Business Administration" and already have basic mathematical knowledge from the modules "Mathematics" and "Statistics".
5	**Combination with other study areas** Applicability within the study course: The content is further deepened in the modules "International Financial Management" and "Business Analysis". Applicability for other study courses: Compulsory module in the (German) Bachelor distance learning courses "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement", and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Law 1

Module code JUR1-EN	**Semester** 2	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** This module covers the fundamental legal principles and ways of solving legal cases and literature that have an immediate connectionon business transactions and procedures. The module aims to provide legal expertise to students, enabling them to identify overall contexts and perform legal analyses based on individual cases, which will enable them to provide recommendations. The module introduces the essential basics of law and relevant legal sources. In particular, the specifications and effects of the constitution, and specifically of fundamental rights, on legislation and judicature are also discussed. This is complemented by practical examples. Furthermore, the jurisdiction with the different courts and the respective instances as well as the foreclosure are discussed. The principles and differences of civil, criminal and public law are dealt with. This part is rounded off by an introduction to legal case-solving techniques and the style of a legal opinion. The module introduces German civil law with cases to be solved by the student. The focus is on the general part of the German Civil Code. It focuses on declaration of intent, formation and effectiveness of legal transactions, capacity to contract, agency, questions of form, the fundamental principles of general terms and condition law, legal statute of limitations. Students are encouraged to apply their knowledge directly in practice by a large number of case studies in order to consolidate knowledge and practice the use of legal language and the application of the law.
2	**Learning outcomes** After successfully completing the module, students will know the legal framework necessary for understanding entrepreneurial processes. They possess a foundation understanding of German civil law. Students are able to independently classify the relevant legal contexts and structures. In addition, they have an overview of current legal developments at the interface with economic issues. Students gain knowledge of the legal implications of business processes. The students are able to assess the basic business law interrelationships. They can identify and solve problems based on simple cases by using legal principles.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning

	platform provides students with further references to supplementary written and audiovisual learning material as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students will have basic knowledge of economic processes, as well as political, social, and legal frameworks for businesses.
5	**Combination with other study areas** Applicability within the study course: The module teaches basic legal principles that are a prerequisite for understanding economic processes and structures as well as their design. Applicability for other study courses: The modules “Law 1” and “Law 2” combined can be recognized as module “Einführung Recht” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** A collection of German law is required; students will find references to current further literature in the learning platform.

Law 2

Module code JUR2-EN	**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module provides an overview of legal relationships in German civil law with potential contractual partners, such as other businesses, banks and customers (law of obligations) as well as the different types of business entities (corporate law) and the legal relationships between employers and employees (employment law). Additionally, the law of performance defaults is examined in detail, covering all its facets including breach of contract, delay in performance, liability for defective goods, and liability for the actions of third parties. Furthermore, the module focuses heavily on the special law of obligations, which includes individual types of contracts and their unique characteristics, as well as non-contractual obligations (primarily tort law). Special topics such as employment law, the legal relationships between employer and employee and fundamentals of corporate law, media law, and copyright law are also discussed. To ensure a practical understanding of the abstract concepts, relevant case studies are analyzed in detail.
2	**Learning outcomes** After successfully completing the module, students have basic knowledge of the German law of obligations, tort law as well as corporate and employment law. Students are able to independently classify the relevant legal contexts and structures. In addition, they have an overview of current legal developments at the interface with economic issues. Finally, students acquire relevant knowledge of the legal implications in the context of common business practices. The students are able to assess the basic business law interrelationships. They can identify and solve problems based on simple cases by using legal principles.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to supplementary written and audiovisual learning material as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have basic knowledge of economic processes, as well as political, social, and legal frameworks for businesses and have completed the module “Law 1”
5	**Combination with other study areas** Applicability within the study course: The module teaches basic legal principles that are a prerequisite for understanding economic processes and structures as well as their design. Applicability for other study courses: The modules “Law 1” and “Law 2” combined can be recognized as module “Einführung Recht” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students will find references to current further literature in the learning platform.

Leadership

Module code SK5-EN	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (Digital Track and Practical Track only)	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module introduces leadership as a complex process with multiple dimensions. Based on the extensive research on leadership, there is a detailed description and application of many different approaches to leadership. Emphasis is placed on how the theories are implemented in leadership practice. It is taught how effective leadership contributes significantly to organizational success. One central aspect is how job satisfaction, motivation, and leadership are related, and how they influence each other. The module addresses different leadership styles and their characteristics, as well as the impact of personality traits of both the leader and the employee in interacting situations. It is explained that both play an important role for a successful work relation and work results. Students will learn how successful leadership can be described and reached and which mistakes should be avoided. The students will learn about and reflect on the development of leadership structures. It will be discussed how the different styles are influenced and shaped by societal developments, as well as internal (e.g., ownership structure) and external forces (e.g., technological advancements) of an organization. The module also addresses the question of what influence digital media have on communication and collaboration in a team and what this means for managers. The students deal with current discourses around the terms New Work, Digital Transformation and Agile Management and learn how managers must adapt their behavior and communication to the requirements of a digital society. The topic how New Work and Remote Work changes the demands on managers is also part of this module.
2	**Learning outcomes** Upon completion of this course, students will command excellent theoretical knowledge of the full gamut of leadership styles and settings. Students will be able to contrast and appraise the nature, the premises, and the potential benefits of these different theories and frameworks. Students will know how to discuss the upsides and downsides of the different leadership styles. They will also be able to assess why different organizations adopt different styles over time – and explain why the different styles can be equally successful given different entrepreneurial strategies and market environments.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen the content and illustrate it with examples. These materials are supplemented by exercises and review questions, which serve the students to check their learning success. In addition, students can find further references to supplementary written and audiovisual learning material in the learning platform, as well as

	recommendations on the order in which the material should be worked through. Discussion and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in general Business Administration and completed the modules “Human Resources Management”, “Intercultural Communication” and “Rhetorics & Communication”.
5	**Combination with other study areas** Applicability within the study course: The module extends the basics taught in the compulsory module "Human Resources Management". Applicability for other study courses: none
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

Macroeconomics

Module code VWL2-EN	**Semester** 4	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** In this module the students acquire essential elements of macroeconomics as well as the points of contact with microeconomics. Special emphasis is placed on the interplay between economic theories and empirical problems. The cycle of production, the monetary cycle, the creation of money and the importance and creation of government spending and debt are presented. Furthermore, economic cycles, the influence of the business cycle and innovation as well as the effects of different economic policies on the macroeconomic supply-demand system (supply- vs. demand-oriented economic policy, monetary vs. fiscal policy) are discussed. In addition, students will deal with current economic trends and challenges that arise for the economy from globalization and digitalization, among other things. Topics discussed include unemployment and inflation as well as questions about the sustainability of economic activity and business ethics.
2	**Learning outcomes** After completing the module, students will be able to reproduce the basic theories and issues of economics and apply them to current developments. They know the economic cycle and its laws and the tasks of modern economic policy. They know the influence of legislation, the central bank and the state on the economy and will be able to uncover interrelationships in theoretical models and apply the knowledge gained to the current economic policy situation. On the basis of the skills acquired here, students are able to form their own well-founded and differentiated opinions on current economic topics and to argue these to others. Furthermore, students are able to assess the impact of political interventions and take a position on them.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material

	should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: “Microeconomics”
5	**Combination with other study areas** Applicability within the study course: The module helps to integrate the knowledge acquired in the business administration subjects into a macroeconomic context. Applicability for other study courses: The modules “Microeconomics” and “Macroeconmics” combined can be recognized as module “Einführung in die Volkswirtschaftslehre” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Market Research

Module code MAF-EN	**Semester** 5 or 6	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module teaches the methodological basics of market research as well as empirical social research and practices the application of quantitative and qualitative analytical instruments. In the module, students apply their basic knowledge in the field of scientific work, statistics and research methods to a market-related question. The module covers the process of empirical data collection up to data analysis and data interpretation. This is done on the basis of a case study, which links the theory with a current issue in marketing and sales. The focus is on the scientifically sound research conception, operationalization, data collection and data processing as well as the subsequent evaluation and interpretation. Advantages and disadvantages as well as quality criteria of different primary and secondary research methods are discussed. In accompanying assignments, the conception, collection, processing and evaluation of quantitative and qualitative data are practiced using examples. Students can bring in their own questions or practical examples, e.g. based on their previous professional experience, and, using the knowledge imparted in the module, independently develop a concept for a market research project. Alternatively, students work with the case studies provided on the learning platform.
2	**Learning outcomes** The students have a sound knowledge of empirical social research, especially with regard to business management issues (market research). They know the goals and benefits of market research. The students are able - according to a given question of a module-accompanying project - to independently select the appropriate survey method, to assess its usefulness for the question and to apply it professionally and appropriately. In addition, they can prepare, evaluate and interpret data and derive recommendations for practice. Students are able to carry out their own project, develop their own situation-specific solutions and justify their decisions. The students are able to independently familiarize themselves with further topics - depending on later necessity - using additional literature.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material

	should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired initial knowledge in the field of statistics, know central statistical procedures from descriptive and inductive statistics and can apply them, for example, the calculation and interpretation of frequencies or the estimation and testing of mean values (modules "Mathematics" and "Statistics"). In addition, prior knowledge in the field of marketing is useful for the conceptual design of the project task (modules "Introduction to Business Administration 1 & 2").
5	**Combination with other study areas** Applicability within the study course: The module prepares students for writing their Bachelor thesis. Applicability for other study courses: Elective module in the German Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Mathematics

Module code STA1-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** Mathematics and statistics are central tools for the representation, analysis and interpretation of economic relationships and contribute to decision-making in optimization tasks in companies. The module “Mathematics” develops basic concepts of mathematics. The focus is on linear algebra (calculus of matrices and systems of linear equations) and analysis (derivatives and extrema for functions with several variables with and without restrictions).
2	**Learning outcomes** Students have basic mathematical knowledge and are able to apply basic mathematical operations and methods: After completing the module, they will know the Gaussian method for solving systems of linear equations and will be able to apply it. The students can perform elementary arithmetic operations with matrices and calculate determinants and eigenvalues. They know the most important derivation rules and can calculate derivatives of functions with several variables. They are able to determine extreme values of functions with several variables. They can integrate functions with one variable. By actively working through exercises provided on the learning platform, students gain routine in solving mathematical tasks. The students can discuss the results among themselves via forums provided on the learning platform.
3	**Teaching and learning methods** On the learning platform, students are provided with learning videos from the responsible teachers, which explain and deepen content and illustrate it with examples. The material is supplemented by exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to additional written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none

	Recommended prior knowledge: Ideally, students have already acquired basic knowledge of linear algebra (working with vectors and systems of equations) as well as calculus in a variable (derivatives and extreme values) during their school career.
5	**Combination with other study areas** Applicability within the study course: The module introduces the mathematical basics that are used again in the context of all quantitative subjects of the study program. This includes, among others, "Microeconomics", “Macroeconomics”, and "Investment & Financing". Applicability for other study courses: The modules “Mathematics” and “Statistics” combined can be recognized as module “Mathematik & Statistik” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Microeconomics

Module code VWL1-EN		**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory		**Language** English	**Intake** Ongoing	**Workload** 150 hours
1	**Content** The module "Microeconomics" introduces the participants to the principles of economics and economic thinking. Special emphasis is placed on the relation between economic theories and data mining. The subject of Microeconomics explains the significance of markets using common models of interdependence and trading advantages. Supply and demand are derived for polypol markets using models in order to describe the behavior of households and enterprises in markets as well as to explain the interdependencies of prices, preferences, wages, production and trade. The effects of price and income changes on supply and demand are analyzed using elasticities. Students address the question of when markets are considered efficient and what influence economic policy measures might have on markets. A further focus of the course lies on the welfare theory comparison of monopoly markets and polypols. The students will also learn central concepts of economics such as markets, market equilibria, price formation & individual preferences. Finally, they will learn how market failure occurs and what externalities are.			
2	**Learning outcomes** After completing the module, students will be able to reproduce the basic theories and issues of economics and apply them to current issues. They know the roles of markets and the concept of elasticity. They are able to explain how supply, demand, markets, competition, costs and revenues are interlinked and influence each other. Students know about the difference between monopoly and polypol markets. On the basis of the skills acquired here, students are able to form their own well-founded and differentiated opinions on current economic topics and to discuss them with others. Furthermore, students are able to assess the impact of political interventions and take a position on them.			
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.			

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The module teaches the fundamentals of economics and microeconomics. Applicability for other study courses: The modules “Microeconomics” and “Macroeconmics” combined can be recognized as module “Einführung in die Volkswirtschaftslehre” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsycholo-gie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Organizational Management

Module code ORG1-EN	**Semester** 2	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Organizational Management" provides students with essential knowledge about modern and integrative organizational theories and organizational transition as well as their implications on business decisions. The interactions between organizational structure and organizational design will be established. The aim of this module is to equip students with comprehensive and up-to-date knowledge as well as the necessary competencies to successfully perform work structuring, workflow and process management in a complex and rapidly changing economic and social environment. It addresses current developments that present organization development, task analysis and criticism with completely new challenges (e.g. networking, digital and demographic change). Through theory and practical examples, the module conveys an understanding of the framework and content of a successful corporate organization, which contribute to corporate success through optimal design and interaction. First, various models of organizational theory are introduced. Based on differentiation and integration, different organizational concepts are explained. In addition, issues of corporate culture, power structures, decision-making and change processes in organizations are discussed. The behavior of people in organizations as well as organizational culture, teams, decision making processes, labor law and power in organizations are also covered. Management techniques and new concepts like agility, ambidexterity, and virtual network organizations are introduced and explored, reflecting changes in organizational and work processes.
2	**Learning outcomes** Students are familiar with the historical development of organizational management and its challenges up to the present day. They are able to explain organizational theories and to describe approaches of efficient management. Students are able to adopt different perspectives with regard to organizational management and its objectives and to reflect on these independently. They are able to evaluate basic methods and models of business organization and to select and apply appropriate models in changing conditions. Students can apply their knowledge to current practical examples and solve them from different perspectives. They are able to model organizational forms, processes and systems depending on the context. Students know how to argue for the application of complex models and to critically question and discuss topics on organizational management with experts. Students understand how organizations must adapt to operate effectively in a rapidly changing, more digital and global environment. Students are able to assess and discuss organizational behavior. They can apply their knowledge to organizational culture and change management. They understand

	organizational structure and processes in enterprises as well as coordination within organizations. Students are able to understand aspects of communication and administration in organizations.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen the content and illustrate it with examples. This content is supplemented by exercises and review questions, which serve the students to check their learning success. In addition, students will find further references to supplementary written and audiovisual learning material in the learning platform, as well as corresponding recommendations on the order in which the material should be worked through. Discussion and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration as taught in the modules "Introduction to Business Administration 1 and 2".
5	**Combination with other study areas** Applicability within the study course: An in-depth study of the contents, in particular of the methods, takes place, for example, in the following modules: "Digital Transformation", "Strategic Management", "Occupational & Organizational Psychology". Applicability for other study courses: The modules “Human Resources Management” and “Organizational Management” combined can be recognized as module “Organisation, Human Resources & Leadership” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

ISM MODULE MANUAL
BACHELOR DISTANCE LEARNING B.SC. BUSINESS ADMINISTRATION

Rhetorics & Communication

Module code SK3-EN	**Semester** 3	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Rhetorics & Communication" provides an overview of the basic models of communication psychology and deals with the design of effective communication. In particular, communication between two people as well as internal and external communication of companies are examined. It outlines how we perceive people in our environment and how this perception affects communication. The content familiarizes students with the targeted use of facial expressions, gestures and rhetorical means. The goal is to develop an understanding of meaningful exchange and, especially in the professional environment, to perceive communication as an instrument of self-marketing. Therefore, strategies for preparing and conducting presentations/speeches and for moderating groups are also taught. The content is illustrated with many practical examples.
2	**Learning outcomes** After completing the module, students will know basic models of communication and be able to describe them. They know the significance of external and internal corporate communication and can use the four-sides-model to examine how two people relate to each other through their communication. Students understand communication as a self-marketing tool and are able to correctly apply self-marketing strategies in everyday professional life as well as in digital communication in particular. They know how stereotypes are formed and can explain their significance for daily communication. They are provided with rhetorical tools and techniques to prepare and conduct their own appearances, presentations and lectures independently and in a structured manner. In addition, the students know suitable moderation techniques which they can apply independently during their own presentation. Students learn to compare heterogeneous points of view and to reflect on their own learning processes.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to supplementary written and audiovisual learning material as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The module serves to acquire and further develop key qualifications that are needed in the further course of the study program, for example in the professional exchange in other modules. The students acquire skills for the independent, structured and targeted preparation of presentations and moderations, which they can use especially in the module "Bachelor thesis with colloquium". Applicability for other study courses: Mandatory module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

Scientific Methods

Module code SK7-EN	**Semester** 2	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Scientific Methods" teaches the basics of scientific work. Students learn how to conduct literature research, how to follow up scientific studies and their results, how to write scientific papers and how to cite correctly according to APA. They are provided with criteria for appropriate scientific work. This includes reliable sources of information, data collection methods, data interpretation, formal requirements of scientific work as well as operationalization of research questions. In this context, students will be taught to differentiate between qualitative and quantitative research. The course also covers the creation of texts using argumentation techniques (including structure of outlines as well as logical argumentation), literature preparation and text analysis (including source referencing, discussion of conflictive opinions). The module also focuses on the use of libraries, databases, and search engines. Students learn not only about the library services of the ISM, but also about other possibilities for research and acquisition of literature from public libraries to resources that are available under an open access license. In addition, software programs are introduced that can be used to manage literature and organize the writing process.
2	**Learning outcomes** After completing the module, students are able to prepare scientific papers independently, formally and argumentatively confidently, as well as to obtain and evaluate the necessary literature. Through active participation on the learning platform, students can discuss standards of scientific work and the basic criteria of reliability, validity and objectivity. Students possess wide knowledge regarding scientific theory as well as basic operational theories. They learn how to develop appropriate hypothesis and create accurate, well-structured term papers and theses.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to supplementary written and audiovisual learning material as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none.
5	**Combination with other study areas** Applicability within the study course: The module serves the acquisition and further development of key qualifications that are required in the further course of the study program and in particular for the preparation of scientific papers and the module "Bachelor thesis with colloquium". Applicability for other study courses: The modules “Scientific Methods” and “Self-management” combined can be recognized as module “Wissenschaftliches Arbeiten & Selbstmanagement” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

Self-management

Module code SK6-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Self-management" teaches fundamental knowledge and a variety of techniques for designing one's own self and time management during studies and for use in everyday professional life. Students are provided with methods to counteract stress and improve their time management, as well as the structuring of their work. These also include concepts and methods of agile project-management, that could be applied for personal time and task management. They gain insight into methods like Getting Things Done, Kanban and SCRUM with a focus on the question, how they can apply these methods to structure their learning (and working). One focus of the module is how to deal with procrastination. Students learn about the theoretical backgrounds and how they can use proven methods to organize themselves and to develop successful studying habits. The module also includes learning techniques, so students learn how to gain an overview of learning content and how to process information in a more structured and targeted manner, e.g. through visualization or the use of different types of presentation. Awareness for own skills and the need to reflect on oneself is a core competency and the fundamental requirement for all these skills and methods. Students learn about motivation and its relation to academic performance, as well as the concepts of intrinsic and extrinsic motivation. In addition, they gain insights into goal-oriented coping strategies and methods of behavioral coaching that can be used to deal with exam anxiety.
2	**Learning outcomes** After completing the module, students know strategies to set their own goals, to increase their motivation to learn and to structure work phases. They can select suitable learning techniques and apply them in their studies. Students are able to recognize signs of procrastination or stress and apply appropriate countermeasures. Through active participation on the learning platform, students can reflect on and optimize their self-management as well as their learning processes. They will be able to structure their work efficiently and to use the methods to reach their goals in a more motivating and productive way. Students can differentiate between learning techniques and choose the appropriate method for the respective learning situation. They understand the differentiation between intrinsic and extrinsic motivation and can apply their theoretical knowledge to structure, organize and reflect their studying behavior.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples.

	This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to supplementary written and audiovisual learning material as well as corresponding recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The module serves the acquisition and further development of key qualifications that are required in the further course of the study program. Applicability for other study courses: The modules “Scientific Methods” and “Self-management” combined can be recognized as module “Wissenschaftliches Arbeiten & Selbstmanagement” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.

Statistics

Module code STA2-EN	Semester 2	Duration 1 semester	ECTS credits 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** Mathematics and statistics are central tools for the representation, analysis and interpretation of economic relationships and contribute to decision-making in optimization tasks in companies. The module “Statistics” therefore develops basic concepts of descriptive as well as inductive statistics. The first part deals with measures of central tendency, dispersion and association. Building on this, the second part introduces the concept of probability and discusses it in detail, especially with recourse to relevant distributions. The theory of statistical tests is taught and mean-based as well as distribution-based tests are discussed, which form the foundations of applied statistics. Finally, the module includes an introduction to linear regression, as another central analytical tool in applied statistics.
2	**Learning outcomes** Students have basic statistical knowledge and are able to apply basic statistical procedures: Students will be able to name the relevant scale levels for a given data set. They know the statistical measures used to describe data sets and are able to select appropriate statistical ratios. They can calculate and interpret these statistics independently. Students will be able to name common tests of means and distribution. Based on the determined scale levels, they can deduce which statistical tests are suitable for given questions. They can carry out the selected tests independently and interpret the results in a target-oriented manner. They know the concept of linear regression and can name the prerequisites. They are able to independently perform and interpret a linear simple regression and associated quality tests. By actively working through exercises provided on the learning platform, students gain routine in solving statistical tasks. The students can discuss the results among themselves via forums provided on the learning platform.
3	**Teaching and learning methods** On the learning platform, students are provided with learning videos from the responsible teachers, which explain and deepen content and illustrate it with examples. The material is supplemented by exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further references to additional written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge of linear algebra (working with vectors and systems of equations) as well as calculus in a variable (derivatives and extreme values) during their school career.
5	**Combination with other study areas** Applicability within the study course: The module introduces the statistical basics that are used again in the context of all quantitative subjects of the study program. This includes, among others, "Market Research". Furthermore, it is applied in the context of the Bachelor thesis, if it has a quantitative focus. Applicability for other study courses: The modules “Mathematics” and “Statistics” combined can be recognized as module “Mathematik & Statistik” in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Strategic Management

Module code BW5-EN	**Semester** 4 or 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (Digital Track and Practical Track only)	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Strategic Management" focuses on the development and implementation of corporate strategies. Students receive an overview of the theory of strategic management, which is reflected illustrated by case studies. Instruments of strategic management are introduced, for example PESTEL, industry structure analysis, customer and competition analysis, SWOT analysis as well as growth strategies. These tools and their application are demonstrated and practiced in the context of a typical strategy development process. The aim is to provide a holistic view of entrepreneurial value creation by teaching both the theoretical and analytical-methodological foundations of corporate management as well as decision-making.
2	**Learning outcomes** After successful completion of the module, students have a broad and integrated knowledge of the most important theories and methods of strategic management and corporate governance. They are able to work out optimization options on the basis of their analyses of a corporate strategy and can identify and apply those methods from a very broad spectrum of methods that are suitable for a specific problem. They are able to illustrate their approach and convince others of the effectiveness of elaborated change measures. Students are able to critically compare the advantages and disadvantages of possible corporate strategies and thus also work responsibly in teams of experts. Through real case studies and extensive theory on corporate management, students are able to independently define, reflect and evaluate goals for learning and work processes.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teacher are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.

4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and are familiar with some widely used management concepts (modules "Introduction to Business Administration 1 and 2"). The contents of the module also build on the modules "Theories & Methods of Business Administration" and "Innovation & Project Management".
5	**Combination with other study areas** Applicability within the study course: The module further deepens the students' knowledge of business administration and enables them to make well-founded and reflective entrepreneurial decisions. The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: Compulsory module in the (German) Bachelor distance learning course "Betriebswirtschaft" and elective module in the German Bachelor distance learning courses "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Supply Chain Management

Module code BW4-EN	**Semester** 5 or 6	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (Digital Track and Practical Track only)	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The design and management of a sustainable value chain is becoming increasingly relevant to competition in an economic environment characterized by dynamism and volatility. Internationally leading companies are also increasingly distinguished by their supply continuity - especially in times of crisis. The module "Supply Chain Management" deals with this process-oriented planning and control and provides a broad access to the contents, structures and processes of Operations Management. The module is divided into global sourcing management, value chain management and internal & external logistics. Among other things, the module discusses how the strategic buyer can directly influence the company's success. It also looks at how make-or-buy decisions should be evaluated and how they can be integrated into internal processes. Success factors, which should be considered when planning a sustainable value chain, will also be covered. Furthermore, it is explained how the modal split, i.e. the distribution of the freight traffic volume among different modes of transport, can be used for optimizing logistics processes.
2	**Learning outcomes** After successful completion of this module, students will have in-depth knowledge of the most important theories and methods in the management of global value chains from the perspective of different companies and industries. They will also be able to analyze current developments and trends (e.g. sustainability, risk management and digitalization) in international logistics, sourcing and supply chain management of global networks. Students recognize the correlations along the supply chain and can further establish links to suppliers and customers. They also understand the integrated approach with interfaces to other corporate functions. In detail, students are able to work out optimization options on the basis of their analyses of a value chain. In doing so, they are able to identify and apply those methods from the broad spectrum of methods that are suitable for a specific problem. Through active participation on the learning platform, they can illustrate their approach and convince others of the effectiveness of the elaborated optimization measures. The students can critically compare the advantages and disadvantages of possible optimization directions in a company's value chain and thus also work responsibly in teams of experts.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided

	on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and are familiar with some widely used management concepts, e.g. value chain or industry analysis (modules "Theories & Methods of Business Administration" and "Digital Transformation").
5	**Combination with other study areas** Applicability within the study course: Students gain a detailed understanding of the most important concepts and tools from supply chain management as well as changing framework conditions due to current trends in operations management. Applicability for other study courses: Mandatory module in the (German) Bachelor distance learning program "Betriebswirtschaft" and elective module in the German distance learning programs "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Sustainability Management

Module code BW6-EN	**Semester** 4	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module "Sustainability Management" embeds business issues in cross-social questions and focuses in particular on business ethical, social and ecological challenges. The content of the module connects different aspects of sustainability in business, politics and society from the global to the national, the corporate and the individual level and thereby allows the interrelationships of ethics, ecology, society and business to become clear. The module provides an overview of the history and background of sustainability and covers current theories, models, and approaches to sustainable development. The UN Sustainable Development Goals will be presented as a guideline for corporate action. Ways to evaluate ecological, social and economic capital in companies will be discussed. Students are given an overview of the basics of business and corporate ethics as well as stakeholder theory and stakeholder management. In addition, the concept of corporate social responsibility is introduced and discussed as well as the management systems of sustainability (EMAS, ISO 14000 ff, ISO 26000). Furthermore, students learn about sustainability reports (GRI standards) and sustainability controlling (Sustainability Scorecard).
2	**Learning outcomes** After completing the module, students know the background, methods and implementations of sustainability in companies. They have a profound, comprehensive and application-related knowledge of how to deal with business ethics, social and ecological issues. Thus, they are able to critically question business topics regarding cross-social issues, discuss them with experts and compare heterogeneous viewpoints. Furthermore, the students are able to develop suitable solutions on a strategic as well as on an operational level, taking into account various stakeholder interests, and to represent them argumentatively. They develop the ability and willingness to consider current challenges in companies and organizations comprehensively and to understand transformation and change as an opportunity and not just as a threat to established players.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material

	should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and are familiar with some widely used management concepts, e.g. value chain or industry analysis (modules "Theories & Methods of Business Administration", "Innovation & Project Management", "Digital Transformation").
5	**Combination with other study areas** Applicability within the study course: Bachelor thesis with colloquium Applicability for other study courses: Compulsory module in the (German) Bachelor distance learning course "Betriebswirtschaft" and elective module in the German Bachelor distance learning courses "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Theories & Methods of Business Administration

Module code BW1-EN	**Semester** 1	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1 Content

The module "Theories & Methods of Business Administration" provides an in-depth introduction to the principles, models and applications of business administration. The students acquire essential background information on the history of business administration and become familiar with methods and models based on decision theory and systems theory. Special emphasis is placed on the interaction between business administration theories and empirical (operational) problems.

The students reflect on central approaches of business administration to current issues and deal with its paradigmatic turns. In doing so, they become familiar with important concepts of the philosophy of science such as Thomas Kuhn's understanding of scientific paradigms and are able to classify different business administration theory perspectives according to functionalist, interpretative, structuralist and humanist criteria. One focus is the comparison of taylorist/managerialist approaches with perspectives of cultural studies and critical management research.

Furthermore, quantitative methods of the decision theory are addressed. They independently conduct utility analyses and learn about decision models in case of security (linear optimization), risk (decision value method, calculation of standard deviations) and uncertainty (decision rules according to Laplace, Savage-Niehans, Hurwicz, among others) using practical examples.

In addition, students receive an introduction to systems-theoretical thinking in business administration and practice this using simple systems-theoretical representation methods (causal diagrams, stock-flow diagrams). They also learn about business simulations using the example of System Dynamics.

2 Learning outcomes

After completing the module, students will be able to critically reflect on the basic theories and methods of business administration and to apply them to current issues. They know essential elements of the history of business administration ideas and can apply quantitative decision models to operational problems. Based on the skills acquired, students will be able to form their own well-founded and differentiated opinions on more far-reaching business administration topics and to argue these to others. Furthermore, the students are able to assess and critically evaluate the areas of application of business management methods including their limitations.

3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions, which serve as learning success checks for the students. In addition, the learning platform provides students with further references to supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: The module deepens the business fundamentals of the modules "Introduction to Business Administration 1 and 2".
5	**Combination with other study areas** Applicability within the study course: The module provides further discussion bases for the other study program-specific modules "Innovation & Project Management", "Digital Transformation", "Supply Chain Management", "Strategic Management", "Sustainability Management". Applicability for other study courses: Compulsory module in the (German) Bachelor distance learning course "Betriebswirtschaft" as well as elective module in the German Bachelor distance learning courses "Finanzmanagement", "Marketing & Kommunikation", Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

ELECTIVE MODULES

Brand Management

Module code MM4-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1 Content

The module "Brand Management" provides comprehensive insights into the prerequisites for successful brand management and brand presentation of products and services. It deals in depth with both theoretical models and practical conditions of target-oriented brand management. Theoretical aspects are illustrated by examples and case studies. The module deals holistically with the individual steps of the brand management process, from strategic decisions such as brand positioning to operational brand management and performance measurement in the context of brand controlling. It thus conveys the central importance of systematic and structured brand management for corporate success.

In detail, the module contains the following main topics:

Fundamentals of brand management

- Importance of brands
- Current challenges in brand management
- Goals of brand management

Strategic brand management

- Identity-based brand management: brand definition and components of brand identity and brand image
- Overview and details of different brand strategies

Operational brand management

- Branding
- Operational brand management in a digital context

Brand controlling

- Significance and instruments of brand controlling
- Monetary and non-monetary brand valuation

2 Learning outcomes

After successful completion of the module, students have a comprehensive and detailed knowledge in the field of brand management. Students develop special problem-solving skills in the context of analysis, strategic conceptualization, operational alignment, evaluation and controlling of solution options of brand management. They possess the know-how to plan brand strategies in a well-founded manner, are familiar with theories and models for

	establishing strong brand identities, and know how brands are effectively positioned. In addition, students will be able to distinguish between central brand strategies and analyze and evaluate different brand strategies, taking into account complex dynamic environmental conditions. Furthermore, they know tools and instruments for operational brand management as well as brand controlling and can apply them. Students are able to elaborate on theoretical and practical issues of brand management. They are able to work independently on a scientific question with regard to brand management and brand presentation with the help of suitable scientific methods. Students are able to critically and systematically weigh up and discuss alternative implementations of brand strategies.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further information on supplementary written and audio-visual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and marketing (module "Introduction to Business Administration 1 & 2").
5	**Combination with other study areas** Applicability in the study program: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study programs: Mandatory module in the German Bachelor distance learning program "Marken- & Modemanagement" and elective module in the (German) distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Business Analysis

Module code FI6-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The three core topics of auditing, corporate valuation and corporate rating complement each other in a multidimensional way and form the module "Business Analysis". The focus is an “outside” view of the company: Auditing methods in the process of auditing financial statements are presented as well as the valuation of companies, e.g. in the context of acquisitions. The third part of the module concerns the assessment of the creditworthiness of companies, the rating. These three topics provide students with a broad and solid foundation that contributes to their understanding and application skills in specific ways of analyzing companies. This comprehensive analysis of companies from a variety of perspectives adequately trains students to be successful in later career entry. In detail: Auditing: This part deals with the auditing of financial statements in accordance with commercial law and the associated decision-making problems as well as their solutions. After an overview of the national and European legal bases, the risk-oriented audit approach anchored in the *International Standards on Auditing (ISA)* is presented in the context of conducting capital market-oriented audits of financial statements and is independently developed and deepened on the basis of case studies. The phases of the audit process are explained: audit planning, fieldwork and reporting. Corporate valuation: The essential principles for planning and executing corporate valuations are explained in detail and their possible applications demonstrated by real case studies. The focus is on the principles, the conceptions, their function and especially the causes of corporate valuation. A further focus is on the different valuation methods: Income capitalization approach, net asset value approach, mixed value approach and discounted cash flow approach. Corporate rating: Institutional basics according to the capital adequacy regulations laid out in Basel II, III and IV are outlined as well as their impact on companies. Various models for assessing the creditworthiness of companies are discussed, as are external rating procedures and the existence and regulation of national/international rating agencies. Topics like financial rating, the purpose of rating results and the validation of ratings are also covered. In this way, the distinction between corporate rating and corporate valuation becomes clear.
2	**Learning outcomes** The students have an application-oriented, in-depth basic knowledge in the area of business analysis. Principles, classification schemes and evaluation options of company valuation, auditing and company rating are recognized and adequately assessed by the students. Students will become aware of the current professional developments. Students possess the ability to solve operational and strategic issues in business practice and in the fields of business analysis. Furthermore, students will be able to independently apply

	a wide range of methods to address key topics, especially in the areas of business valuation and auditing. The students develop a multidimensional way of thinking, which they can transfer to complex problems in order to face new and unfamiliar challenges in the field of business analysis in a professionally qualified and independent manner.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: The module requires knowledge in the areas of cost & performance accounting, balance sheets, investment and financing (modules "Accounting & Financial Reporting", “Cost Accounting" and "Investment & Financing"). The module builds in particular on the module "International Financial Reporting".
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other courses of study: compulsory module in the German Bachelor distance learning course "Finanzmanagement" and elective module in the (German) Bachelor distance learning courses "Betriebswirtschaft", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Corporate Communication

Module code MK2-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective (Digital Track and Practical Track only)	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The "Corporate Communication" module deals with integrated communications and addresses sub-areas such as internal communications, public relations, content marketing, investor relations, corporate social responsibility, issues management and crisis communications. In addition, communication controlling and communication campaign planning is explained. The module opens up a holistic and summarizing view of the variety of challenges in internal and external communication in connection with different stakeholders.
2	**Learning outcomes** After completing the module, students will be able to name the specific aspects and challenges of communications management. They know and understand the need to communicate the respective corporate strategy to the relevant internal and external stakeholder groups and to justify the company's social "license to operate". They are able to describe the contribution of communication to the company's success and classify the role of the relevant channels (social media, corporate website, press and media relations, online and influencer relations, dialog and event formats as well as a wide range of proprietary media). Students are able to develop suitable communication solutions at a strategic level. Students will be able to critically question the use of specific corporate communication tools, discuss them with experts and compare heterogeneous viewpoints.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, students will find further references to supplementary written and audiovisual learning material on the learning platform, as well as recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none

	Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the areas of business administration and marketing (modules "Introduction to Business Administration 1 & 2").
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: Compulsory module in the German Bachelor distance learning course "Marketing & Kommunikation" and elective module in the (German) Bachelor distance learning courses "Betriebswirtschaft", "Finanzmanagement", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Corporate Structuring

Module code	Semester	Duration	ECTS credits
FI5-EN	4-6	1 semester	5
Course type	**Language**	**Intake**	**Workload**
Elective	English	Ongoing	150 hours

1	**Content** The module provides an overall financial view of a company from both a process and organizational perspective as well as from a controlling perspective. It thus offers approaches for managers to structure their company via the balance sheet. This includes various financial aspects regarding assets and liabilities, which are systematically summarized, analyzed and explained against the background of ratings / increased capital requirements for expansions, expansion and risk diversification. The first part of the module deals with investment management and the strategic frame of reference. Internationalization and diversification concepts are discussed as well as investment and divestment concepts. With reference to legal structuring, it discusses the formation of branches, subsidiaries and holding structures using practical examples. Subsequently, valuation concepts are discussed in detail and illustrated with practical examples. For example, the concepts of entity and equity approach, WACC (weighted average cost of capital) and APV (adjusted present value) are discussed in detail. In the second part of the module, a comprehensive and detailed knowledge of internal and external corporate finance is provided. Due to the high importance for the German financing system, the practice-oriented financing of medium-sized companies is also addressed (corporate finance in medium-sized companies). The third part of the module deals with mergers & acquisitions. M&A activities are first fundamentally classified, the principles are explained and an overview of the most important activities of recent years is given. Subsequently, the necessary due diligence process (i. e. a company valuation, recoverability test, risk assessment, etc. carried out with due diligence) is explained in detail using practical examples. Finally, evaluation procedures and acquisition controlling are discussed.
2	**Learning outcomes** Upon successful completion of the module, students will have a detailed understanding of the essential financial management tasks in the context of corporate structuring. Students have gained knowledge of the scientific and practical principles of entrepreneurial, organizational, balance-sheet and financial objectives. In addition, students learn how to apply the various instruments in practice and understand their interactions with the relevant markets. They are able to compare and assess the application possibilities and practical effect of these instruments in detail as well as to demonstrate their consequences on the balance sheet structure.

	Students are able to develop new solutions in a targeted and structured manner, taking into account complex financial interrelationships within the company as well as complex environmental situations with various stakeholders and external influences. They will be able to use various instruments (e.g. initiating investments, carrying out due diligence in the area of M&A or deciding in favor of certain financial instruments, especially those specific to SMEs, on the assets or liabilities side of the balance sheet), while assessing the opportunities and risks of the respective option. Students are able to guide the professional development of others and deal with problems in a team. They can discuss complex specialized problems in the context of corporate finance / M&A with experts in a solution-oriented manner. They are able to recognize challenges for managers and, with the help of a broad spectrum of methods, to develop, evaluate and apply goal-oriented independent proposals for solutions to complex problems.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of corporate finance and have basic knowledge of business fundamentals, such as the structure of a balance sheet as well as the functioning of financial markets (modules "Introduction to Financial Management", "Accounting & Financial Reporting" and “Cost Accounting").
5	**Combination with other study areas** Applicability within the study course: The knowledge from the module "Corporate Structuring" forms the basis for the module "Business Analysis". Applicability for other study courses: Mandatory module in the German Bachelor distance learning program "Finanzmanagement" and elective module in the (German) distance learning programs "Betriebswirtschaft", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)

7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Digital Brand Communication

Module code MK6-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module focuses on concepts and theories of strategic management in the field of digital marketing. Emphasis is placed on search engine marketing, influencer marketing, social media and community management. These disciplines are also connected and considered cross-medially in terms of integrated communication. Search engine marketing generates attention and traffic and therefore forms the starting point for strategic digital brand communication. In addition, the theoretical approaches to influencer marketing, a classification of influencer types and the selection of suitable influencers, are examined. Aspects of budgeting, campaign design and success monitoring also play a role. Social media and community management deal with the procedure and content for building up and retaining a fan base on the Internet (e.g., through vlogs, blogs, Snapchat, Instagram, Facebook). The module discusses the respective social media channels as well as their fit for different objectives and target groups. From a cross-media perspective, the basics, prerequisites, objectives and success factors of integrated communication in the context of digital and non-digital communication measures are discussed in depth.
2	**Learning outcomes** After successful completion of the module, students will be familiar with theories, rules and principles in the field of digital communication management, especially in social media. They acquire comprehensive knowledge of planning, designing, implementing and monitoring the success of integrated communication campaigns. Students learn to explore strategic communication problems of online marketing and to evaluate them from a company and market perspective in order to reach an integrated coordination of digital communication instruments regarding a comprehensive communication mix on the basis of the findings. Students will be able to analyze and assess solutions for the design and alignment of digital marketing communication. By working on case studies, students are able to interlink their application-oriented knowledge, which supports them both in their independence and in their learning competence.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material

	should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired extensive knowledge in the field of marketing and corporate communication (modules "Corporate Communication" and "Introduction to Business Administration 2").
5	**Combination with other study areas** Applicability within the study course: Specific aspects can be further deepened in the module "Digital Business Models". Applicability for other study courses: Compulsory module in the German Bachelor distance learning course "Marketing & Kommunikation" and elective module in the (German) Bachelor distance learning courses "Betriebswirtschaft", "Finanzmanagement", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Digital Business Models

Module code MM6-EN		**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective		**Language** English	**Intake** Ongoing	**Workload** 150 hours
1	**Content** In this module, the functionalities and success factors of digital business models are addressed in a methodical and practical manner, particularly in relation to the fashion industry. First, digital communication and consumption patterns of customers are considered, which have significantly shaped the developments in the field of e-commerce. In this context, the characteristics of digital transformation are discussed and the transformation dilemma in retail is presented. Methods for the structured description and outlining of business models are discussed. Current e-commerce business models, from pure online players to marketplaces and mobile commerce, are presented in detail. In order to successfully implement new business models, concrete methods are needed. Therefore, models and underlying patterns for approaching new business models are explained and the successful transfer of these models into everyday business through change management is discussed. Students are given an overview of future markets and customers, which are the basis for new business ideas and systems.			
2	**Learning outcomes** Students have a comprehensive understanding of digital customer relationships and principles of digital transformation. They have a profound knowledge of different digital business models and how they work, particularly in the context of the fashion industry. They know the basic features of the organizational principles behind business model innovations and can name future trends for new business models. Students will be able to classify digital business models strategically and also deal with complex interrelationships, evaluate them systemically and weigh up alternatives. They can assess the content of the available information and evaluate it according to various criteria. The students are conceptually capable of developing new strategic solutions for business models. Through active engagement with different content elements of the learning platform (incl. interviews with practitioners), students are able to reflect and compare heterogeneous forms of learning and information and to classify scientific methods in a practical way. Through active participation in the learning platform, essential key competencies are further developed. Working with written study material, learning videos and practical examples promotes networked thinking, independence and goal-oriented initiative.			
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies,			

	exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Knowledge from the modules "Brand Management" and “Digital Brand Communication”.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: Compulsory module in the German Bachelor distance learning course "Marken- & Modemanagement" and elective module in the (German) Bachelor distance learning courses "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Entrepreneurship

Module code ENT-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The aim of the module is to provide students with a comprehensive basic understanding (1) of the meaning of entrepreneurship, its most important aspects, core elements and concepts, (2) of the entire process of starting a business and (3) of the practical application of current management approaches and concepts – including their respective methods, instruments and tools – relevant in the entrepreneurship context as well as in the start-up process. To achieve these goals, students are introduced to important definitions and basic concepts such as entrepreneur and founder personality, entrepreneurial mindset as the basis of entrepreneurial thinking and action, founding in a team, start-up, entrepreneurial opportunity, business idea, etc. Furthermore, the central element and important starting point of the module is the concept of the business model with its individual components. The Business Model Canvas concept for the description, representation and visualization of business models will be explained in detail. In particular, the individual components, important fundamental properties such as scalability, selected forms, types and patterns (e.g. digital business models) with their special characteristics as well as approaches for evaluating business models are addressed. Based on this, the foundation of a company, understood as a generic process, and the individual foundation phases with their most important steps, activities, decisions and challenges are examined in more detail. The methodical procedure and the practical application of selected methods (e.g. from the areas of design thinking, agile business model innovation or lean start-up) in the development of innovative business ideas, products, services or entire business models within the scope of the start-up process are illustrated by using concrete practical examples, short case studies or optionally on the basis of their own business ideas or start-up projects. The module is complemented with in-depth knowledge of other special topics of entrepreneurship such as start-up financing, internationalization, development and evaluation of business plans, social entrepreneurship, corporate entrepreneurship and intrapreneurship.
2	**Learning outcomes** After successful completion of the module, students will be able to theoretically understand the entire process of founding a company. They know the central key elements of a business start-up as well as the ideal sequence of the individual process steps in a start-up project. They will also be able to use methods from design thinking, business modeling or lean start-up and apply them in business practice in order to systematically work out new business ideas, develop innovative products and services and thereby maintain and sustainably promote the innovativeness of a company. Students are able to independently analyze central

	problems in the context of a business start-up, taking into account literature and new scientific findings, and identify possible solutions. In addition, they are able to develop and design their own innovative business models and business plans, and to evaluate them with regard to relevant dimensions such as viability, sustainability, innovation potential, economic viability, etc.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired in-depth knowledge of the theories, methods, and concepts of business administration and are familiar with current trends, topics, and challenges in their own field in order to be able to develop market opportunities and business ideas based on these.
5	**Combination with other study areas** Applicability within the study course: The module integrates the knowledge acquired in the study program and is intended to encourage students to develop their own process innovations and business ideas. Applicability for other study courses: Elective module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

ISM MODULE MANUAL
BACHELOR DISTANCE LEARNING B.SC. BUSINESS ADMINISTRATION

Introduction to Financial Management

Module code FI1-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** Finance as part of business management has always been of particular importance for large and globally operating corporations, but should equally be considered a key focus in any medium-sized company. The module "Financial Management" is essential to understand the specific financing (i.e. capital-raising) options available to companies. In this module, fundamental finance theories and concepts are established, relevant financial markets and their participants introduced and analyzed, and common financial instruments discussed. Money- and capital markets as well as stock-, bond- and foreign exchange markets are explained in detail. Financial intermediaries are introduced concerning their objectives and relevance for the real economy. Among other things, the functioning of central banks, the fundamentals of national and international stock- and bond-markets, and the world monetary system are explained. Further emphasis is placed on financial intermediaries, e.g. in the form of insurance companies, investment funds and banks. Past and potential future financial crises are discussed. Financial instruments used in individual financial markets, which are essential for companies, are explained in detail and their possible applications in practice are demonstrated. All options of external and internal financing of companies - depending on their legal form - are analyzed: Equity financing, mezzanine financing forms, debt financing and bonds, credit substitutes as well as the various forms of internal financing. In order to assess the individual instruments, the key performance indicators with regard to balance sheet structure, liquidity and profitability are provided.
2	**Learning outcomes** After successful completion of the module, students have a profound basic knowledge in the field of corporate finance, financial markets, selected financial intermediaries, and standard financial instruments based on up-to-date knowledge. The students thus have relevant knowledge that can be successfully applied to the further specializations of the study program as well as in the course of later career entry. The students know how to solve operational and strategic problems in financial business practice. Furthermore, students are able to independently apply a wide range of methods to deal with diverse financial management topics. Students are able to independently acquire financial knowledge. They are thus able to discuss solutions for more complex financial issues with experts. Furthermore, they are able to define financial goals, to determine the appropriate means for achieving these goals, as well as to lead employees in a professionally responsible manner by solving operational problems in business practice. The students are able to critically analyze business management topics in the context of finance and compare heterogeneous points of view. They are able to analyze and question the application of complex financing options.

3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none
5	**Combination with other study areas** Applicability within the study course: The knowledge gained in the module "Introduction to Financial Management" forms the basis for all other financial management modules, in particular for the modules "Business Analysis", "Corporate Structuring" and "International Financial Management" / "Financial Management" (On-Campus Track). Applicability for other study programs: mandatory module in the German Bachelor distance learning program "Finanzmanagement" and elective module in the (German) distance learning programs "Betriebswirtschaft", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

International Financial Management

Module code	Semester	Duration	ECTS credits
FI4-EN	4-6	1 semester	5
Course type Elective (Digital Track and Practical Track only)	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1 Content

In addition to the management of its (financial) asset, the organization of the equity and liability-side of the balance sheet is highly relevant for the success of a company regarding the development and use of (new) refinancing instruments as a key part of successful international financial management. Understanding how e.g. derivatives work and how they can be used plays an important role in this context. The module hence covers the essentials of financial management and generates an understanding of pivotal interrelationships.

On the investment side, the principles of portfolio and asset management are discussed. The focus is firstly on the classification of asset management as an essential part of financial management and the opportunity and risk dimensions of the individual asset classes are shown. Furthermore, the risk-reducing effect of combining assets with low correlations will be discussed, and the development of a systematic asset allocation process will be presented, taking into account the Markowitz theories. Practical allocation examples with improved risk/reward ratios based on diversification and inclusion of assets with low correlations will be explained. In addition, essential analytical tools in the area of bond and equity management will be discussed and alternative investments will be shown as further risk-reducing approaches in addition to different investment styles. Furthermore, various risk limitation parameters are presented.

On the financing side, the particular challenges in the international context are dealt with. Emphasis is placed on the optimization of refinancing, the understanding of international financial instruments and financial risk management in an international context. International equity and debt characteristics are compared in terms of control and participation rights, return structures, and analyses of liquidity investment and refinancing by identifying optimization potential. Students learn how to identify risk factors in a company resulting from international financial management and how key figures can be used to create a risk profile and to assess the financial creditworthiness of a company. In addition, the use and effect of typical risk management instruments in an international context are discussed.

Finally, the discussion of the use and possibilities of derivative financial instruments serves as a link between the investment and financing sides of the business. The fundamentals of the employment of derivatives are explained with a particular focus on futures and options as well as their risk profiles, including the determination of objectives and possible applications. The high risk-limiting potentials through the use of derivatives, with determination of the market price risks of options and identification of the factors influencing the market price of options (Black Scholes model), are also addressed.

2	**Learning outcomes** The students have a profound basic knowledge in the field of portfolio/asset management, international financial management and the use of derivatives. Students will be able to apply the techniques of decision-oriented international financial management and critically question their limitations. Students will be able to deal intensively with practical issues of international financial management and derive structured solutions to common questions. Students learn to critically examine business topics in the context of finance, to discuss them with experts, and to compare heterogeneous viewpoints.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Students know the basics of corporate finance and have already completed the modules "Introduction to Financial Management" and "Investment & Financing".
5	**Combination with other study areas** Applicability within the study course: The module forms the basis for all other subjects related to finance. The contents, especially the methods, are deepened in the module "Business Analysis". Applicability for other study courses: Compulsory module in the German Bachelor distance learning program "Finanzmanagement" and elective module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** E-portfolio
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/120 (Practical Track)

8	**Literature** Students can find references to supplementary material on the learning platform.

International Financial Reporting

Module code FI2-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1 Content

The *International Financial Reporting Standards (IFRS)* are international accounting rules issued by the *International Accounting Standards Board (IASB).* The application of IFRS (as opposed to *national* accounting rules) in financial statements is required by more than 85 jurisdictions around the globe, in particular for corporate groups that have their shares listed on stock markets. For all capital market-oriented parent companies based in the EU, the preparation of IFRS consolidated financial statements is mandatory since 2005.

Building on a discussion of the economic and business advantages of a single set of globally accepted accounting standards, the relevant legal foundations are presented in their current form, the structure of the *International Accounting Standard Board (IASB)* is explained and the *due process of standard setting* is examined in detail.

This is followed by a discussion of key principles in IFRS accounting, such as the qualitative requirements for decision-relevant information “relevance” and” faithful representation”), as described in the IASB's *Conceptual Framework for Financial Reporting.*

Subsequently, the elements of a complete set of IFRS financial statements, as outlined in IAS 1, i. e. the "statement of financial position (‘balance sheet’)", the "comprehensive statement of income (‘profit or loss statement’)", the "statement of changes in equity", the "statement of cash flows" and the "notes to the financial statements", are explained. In addition, the theoretical principles of group accounting (e.g. the obligation to prepare financial statements and the definition of the scope of consolidation) in accordance with IFRS 10 are outlined.

In the main part of the module, specific accounting standards (IAS/IFRS) are covered in greater detail. Their practical application to relevant business transactions is illustrated by various examples, case studies, and by reference to published consolidated financial statements of well-known corporate groups. In particular, the following accounting topics/ standards will be explored in depth:

- Accounting for revenues from contracts with customers (IFRS 15)
- Accounting for property, plant and equipment (IAS 16)
- Accounting for intangible assets (IAS 38)
- Accounting for impairment losses (IAS 36)
- Accounting for lease agreements (IFRS 16)
- Accounting for inventories (IAS 2)
- Accounting for income taxes (IAS 12)
- Accounting for provisions and contingent liabilities (IAS 37)

2	**Learning outcomes** After successful completion of this module, students will have a profound basic knowledge of international financial reporting. They will be able to explain the procedures, methods and problems in IFRS accounting in general and in the preparation of financial statements in particular. Students will be able to assess the informative value of IFRS financial statements and contribute to their preparation in a qualified manner. They will be able to apply key accounting standards to specific business transactions. They are able to defend a set of IFRS financial statements argumentatively and to critically assess positions as well as to exchange information, ideas, problem areas and solutions with (non-)specialists. Students will also be able to transfer contextual factors such as capital market requirements and corporate governance aspects to accounting issues. They are able to define and evaluate their own goals for learning and work processes and to design these processes independently and sustainably.
3	**Teaching and learning methods** For the course units, students receive structured references to specialist literature that discusses the essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These are supplemented by practical examples, short case studies, exercises and review questions, which serve as learning success checks for the students. In addition, students can find further references to supplementary written and audiovisual learning material in the learning platform, as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the area of accounting and financial reporting and have basic knowledge of business fundamentals, such as the structure of a balance sheet as well as the functioning of capital markets (from the modules "Introduction to Financial Management", "Accounting & Financial Reporting” and “Cost Accounting")
5	**Combination with other study areas** Applicability within the study course: The content of the module "International Financial Reporting" is directly related to the module "Business Analysis" and has links to the cross-border corporate strategies of the module "International Financial Management" / “Financial Management” (On-Campus Track)..

	Applicability for other study courses: Compulsory module in the German Bachelor distance learning program "Finanzmanagement" and elective module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

ISM MODULE MANUAL
BACHELOR DISTANCE LEARNING B.SC. BUSINESS ADMINISTRATION

Media & Communication

Module code MEK-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1	**Content** The module focuses on the use of digital media for communication in different areas of an organization, e.g. for individual and organizational learning, for collaboration and cooperation, for decision-making and negotiation. Students are expected to acquire job-oriented media competence and to deal with media choice, media use and media effects. Cognitive, emotional, motivational and behavioral aspects are addressed. Classical and new media as well as communication and mass media will be considered. However, the focus will be on net-based media. The module is based on media psychological models, theories and methods, each with a focus on their application to economic or organizational issues. Central concepts are e.g. Media Richness, Displacement, Reduced Social Cues, Social Identity Model of Deindividuation Effects, Hyperpersonal Communication, Transformed Social Interaction and Media Equation. Another focus is on media-based knowledge acquisition. Unlike classic learning and training methods, this enables learning independent of time and place, adaptive and interactive design of media content, and automated evaluation of behavioral data and learning results (learning analytics). Tools and technologies used in companies in media-based communication are presented and their opportunities and risks are discussed. In addition to the basics of computer-mediated communication, the course also addresses future trends in the field of digital communication, e.g. communication with chatbots and autonomous agents, blockchain technologies for education or the consequences of the Internet of Things. The challenges of a media society are also addressed, e.g. the knowledge gap, dealing with filter bubbles in which extreme opinions arise, as well as stress and excessive demands which can arise from constant accessibility.
2	**Learning outcomes** After successful completion of the module, students have a profound knowledge of theories and methods of media and communication psychology, which they can use for decision-making in the operational context. The students know which media have which effects on a cognitive, motivational and social level and can use this knowledge to design media-based communication processes in various organizational areas. They have an overview of changing socio-economic, technical and organizational conditions of a media society and can describe effects on entrepreneurial decisions and business models. In addition, students understand the effects of digitalization on individual and organizational learning and can analyze and evaluate digital tools in terms of their suitability. They can critically reflect the effects of media-based communication on collaboration and cooperation as well as on decision-making and negotiation.

3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. This content is supplemented by practical examples, short case studies, exercises and review questions, which serve the students to check their learning success. In addition, the learning platform provides students with further information on supplementary written and audio-visual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback take place via the learning platform. All contents are didactically prepared in such a way that the students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Students have already acquired basic knowledge in the field of business administration and are familiar with social and economic demands on companies (for example, from the module "Introduction to Business Administration 1 & 2"). In addition, the students have already dealt with the question of which special requirements arise from media-based communication for professional practice, e.g. in communication with customers, cooperation in teams or the digitalization of processes (for example from the modules "Corporate Communication" "Digital Transformation" or "Digital Business Models").
5	**Combination with other study areas** Applicability within the study course: The module deepens the fundamentals from the field of marketing and communication and supplements the business knowledge already acquired from a psychological and media science perspective, especially with regard to the design of media-based communication. The module is intended to raise awareness for the consequences of digitalization, especially for media-based communication, and thus expands the perspective specific to the respective course of study or industry. Applicability for other study courses: Elective module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and "Wirtschaftspsychologie".
6	**Type and duration of exam** Term paper (3,500 to 5,000 words)
7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

Occupational & Organizational Psychology

Module code WP4-EN	**Semester** 4-6	**Duration** 1 semester	**ECTS credits** 5
Course type Elective	**Language** English	**Intake** Ongoing	**Workload** 150 hours

1 Content

The module focuses on the interaction between individual person and organization. It deals with the extent to which the individual and the organization fit together right from the start and over the long term (personnel psychology), the way in which cooperation and communication between individuals in an organization are structured (organizational psychology) and how the individual's work is structured and how it functions as action regulation (occupational psychology). The module takes up the application-oriented areas of *human factors* as well as *corporate health management* in all three module sections.

Occupational psychology deals with the nature, requirements, action regulation and effects of work activities. Psychological theories about work activities, their requirements and effects form the basis for the analysis, evaluation and design of these activities. The aim of applied occupational psychology is to design work tasks and workplaces that are suitable for people. General psychological and differential aspects of individual employees as well as socio-psychological aspects of interacting employees are to be considered. These human factors are particularly reflected in the design of socio-technical work systems. Their consideration in the design of human-machine interaction will therefore be examined more closely. With regard to occupational health management, the effects of work activities on the health of employees are examined.

Organizational psychology deals with the experience and behavior of people in organizations. The starting point is the perspective on organizations as socio-technical systems that are always faced with the challenge of flexibly adapting to disruptions and fluctuations. Organizational analysis forms the basis for identifying such challenges as well as for the organizational development that builds on them. In this context, organizational development provides a framework for the systematic, goal-oriented development of the entire organization, in terms of an optimal fit between people, technology and organization. In addition, safety culture and organizational processes and structures of occupational health management are addressed.

Personnel psychology covers the consideration of the individual in his or her behavioral, state of mind, performance and development as an employee of an organization. The various phases of an employee's contact with an organization can be optimized by personnel psychology concepts: Requirement analyses, recruiting or suitability diagnostics, onboarding and HR development. Examples are used to illustrate how HR development measures can relate to safety-related (human factors) and health-related behavior (occupational health management) of employees.

2	**Learning outcomes** After successful completion of the module, students are able to apply basic psychological knowledge (including research methods) on occupational and organizational psychology. The students know the most important contents, theories and methods of occupational psychology, are able to link them to their already acquired knowledge and apply them to typical issues of occupational psychology as well as to the design of work environments. Students are able to derive suitable interventions for concrete operational issues based on profound theoretical knowledge. They are able to deepen relevant questions independently with the help of the relevant specialist literature and to contribute their psychological expertise to interdisciplinary teams.
3	**Teaching and learning methods** For the course units, students receive written study material that summarizes essential content of the module. In addition, learning videos with the responsible teachers are provided on the learning platform, which explain and deepen content and illustrate it with examples. These materials are supplemented by practical examples, short case studies, exercises, and review questions that serve as learning success checks for the students. In addition, the learning platform provides students with further information on supplementary written and audiovisual learning material as well as recommendations on the order in which the material should be worked through. Discussions and feedback also take place via the learning platform. All contents are didactically prepared in such a way that students can work on them independently in their own time and place.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of general psychology, are familiar with framework conditions in the field of marketing and advertising, and are familiar with empirical methods (modules "Theories and Methods of Business Administration", "Mathematics" and "Statistics"). The module extends the basics taught in the compulsory module "Organizational Management", "Human Resources Management" and "Leadership" with a psychological perspective and deepens theories and methods.
5	**Combination with other study areas** Applicability within the study course: None Applicability for other study courses: Elective module in the (German) Bachelor distance learning programs "Betriebswirtschaft", "Finanzmanagement", "Marketing & Kommunikation", "Marken- & Modemanagement" and compulsory module in the (German) Bachelor distance learning program "Wirtschaftspsychologie".
6	**Type and duration of exam** Written exam (120 minutes)

7	**Weighting of the mark in the final grade** 5/150 (Digital Track), 5/155 (On-Campus Track), 5/120 (Practical Track)
8	**Literature** Students can find references to supplementary material on the learning platform.

MODULES FOR ON-CAMPUS-TRACK

The following modules are part of the B.Sc. International Management (English Trail) study program offered by ISM at all campuses.

In order to avoid content overlap with other modules, the distance learning modules “Leadership” (module code SK5-EN), “Strategic Management” (module code BW5-EN), and “Intercultural Communication” (module code SK4-EN) are not part of the On-Campus Track. For the same reason, the elective distance learning module “International Financial Management” (module code FI4-EN) cannot be selected when taking the On-Campus Track.

Competitive Advantage

Module code CA_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1	**Content** This module explores the central question facing every business: “How can we differentiate ourselves to create superior value for our stakeholders—particularly customers and shareholders—while sustaining long-term profitability?” The course begins by examining the foundational elements of a firm, including its vision, mission, values, goals, and strategy, and evaluates how both the external and internal environments interact to shape strategic decisions in an ever-changing world. With this strategic context in place, the module focuses on the core drivers of value creation: innovation and customer intimacy. Students will gain a comprehensive understanding of what innovation entails, how it is achieved at both the organizational and individual/team levels, and the ways in which entities external to the firm can help facilitate innovation. The module also delves into the identification of various business model types and provides tools for adapting and innovating business models to thrive in dynamic markets. In addition, the customer journey is studied so students can learn how value can best be conveyed to customers based on closely understanding customer needs and goals (both for B2B and B2C customers). Finally, students will explore a spectrum of competitive and cooperative inter-firm strategies designed to respond effectively to the evolving landscape of competitors and collaborators. The learning experience is enriched through the integration of theoretical insights from leading academics and actionable knowledge from real-world practitioners. The module includes a range of practical examples, short case studies, and illustrative applications to bridge the gap between theory and practice.
2	**Learning outcomes** Upon completion of the module, students will be able to apply key concepts of competitive advantage, specifically in creating, delivering, communicating, and capturing value —

	primarily through the strategic development of innovation and customer intimacy. Students will engage with both classical strategic analysis tools and contemporary frameworks related to innovation for startups and established firms. They will explore a range of approaches for generating and sustaining innovation, with a focus on identifying and anticipating customer needs through both incremental and breakthrough innovations. Students will acquire the skills to identify, articulate, and communicate the unique value a firm offers, enabling differentiation in competitive markets. Additionally, they will gain a robust understanding of business models and how to creatively adapt, reconfigure, and optimize them to capture value more effectively. Finally, the module equips students with the ability to analyze and leverage inter-firm dynamics—both competitive and cooperative—to systematically build and sustain long-term competitive advantage.
3	**Teaching and learning methods** The module is taught in on-campus lectures, which are designed to be interactive and will be supplemented for example by discussions, exercises, as well as a group presentation at the end of the course. Collaboration & learning is promoted by grouping students into "consulting firms", each responsible for writing a report and delivering a presentation applying the above concepts to a well-known innovative firm.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Basics of business studies. The ability to employ analytical thinking as well as to synthesize concepts would also be beneficial.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: none
6	**Type and duration of exam** Grading is based equally on a Group Presentation (ca. 30 minutes per group) as well as a written take home assignment that is based on the course learnings and is related to the assigned firm under study for each group.
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)
8	**Literature** Students receive *references* to relevant literature from academic articles and excepts from illustrative publications.

Global Communications

Module code GC_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1	**Content** This course explores the critical role of intercultural understanding in globalized markets and its impact on entrepreneurial communication. Students examine how communication strategies and tools can be adapted for diverse markets, while also learning to navigate cultural differences within international teams and organizational structures. The course highlights the interplay between globalization and communication, offering practical insights into cultural perception and the unique demands of internal and external communication in international settings. Special emphasis is placed on communication during change and crisis situations, providing students with frameworks for responding effectively in complex global contexts.
2	**Learning outcomes** Upon successful completion of this course, students can apply key theories of intercultural and internal communication in practical settings. They are able to create and present strategic communication concepts that include stakeholder analysis, media channel selection, and cultural considerations. Students communicate effectively across cultures and organizational levels, showing sensitivity to diverse audiences. They are prepared to navigate global work environments and adapt communication approaches to suit different contexts, including those in capital-market-driven organizations. Working in diverse teams, students demonstrate professionalism, intercultural awareness, and the ability to evaluate and implement communication strategies with flexibility and impact.
3	**Teaching and learning methods** The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and will be supplemented for example by discussions, exercises, presentations or group work.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Topics related to globalization, intercultural communication and presentation skills.

5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: none
6	**Type and duration of exam** Presentation as Group Work (ca. 20 minutes per group) with accompanying presentation slides.
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)
8	**Literature** Students receive a reference to corresponding literature.

International Finance Management

Module code IFM_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1	**Content** This module provides an in-depth exploration of international financial management with a particular focus on foreign exchange markets and risk management. It examines how foreign exchange markets operate and how exchange rates are determined, including the role of parity conditions such as Purchasing Power Parity in understanding long-term exchange rate movements. Students learn to analyze international financial risks – notably exchange rate risk, country risk, and transaction risk – that affect firms operating in a global environment. The curriculum emphasizes strategies for mitigating these risks through hedging techniques. In this context, the use of financial derivatives (forwards, futures, options, and swaps) is introduced as a key tool to hedge against adverse movements in exchange rates and other financial uncertainties in international operations. In addition to the international finance component, the module places a strong emphasis on portfolio and asset management. Students are introduced to modern portfolio theory, including the Markowitz model, to illustrate the benefits of diversification and the construction of efficient investment portfolios that balance risk and return. The process of systematic asset allocation is covered, teaching students how to allocate assets across different classes to achieve desired risk/return profiles. The Capital Asset Pricing Model (CAPM) is presented as a fundamental framework for understanding the relationship between systematic risk and expected return, thereby helping students to evaluate investment opportunities and required rates of return in an international context. Throughout the module, derivative instruments are treated as a supplementary topic, focusing on their basic functions and risk profiles rather than on complex valuation. Derivatives are discussed primarily in terms of their practical use for risk hedging – for example, how futures and options can protect against exchange rate volatility. By concentrating on these core areas of international financial management and portfolio optimization, the module equips students with practical financial tools and techniques applicable to globally active firms, while deliberately omitting topics related to international capital market financing and corporate ownership structures in order to maintain a clear focus on financial risk management and investment.
2	**Learning outcomes** On successful completion of the module, students are able to explain the functioning of foreign exchange markets and analyze the factors determining exchange rates, including the application of key parity conditions like Purchasing Power Parity to real-world scenarios. They can identify and assess major forms of international financial risk – exchange rate risk, country risk, and transaction risk – and demonstrate how these risks impact business decisions in an international setting. Students are capable of devising and evaluating appropriate

	hedging strategies using derivatives (such as futures, options, and swaps) to mitigate the identified risks, showing an understanding of how each instrument can be used to manage financial exposure. Moreover, students develop the ability to apply portfolio and asset management principles in an international context. They can utilize the Markowitz portfolio model to illustrate the effects of diversification and construct investment portfolios that achieve optimal risk-return trade-offs. Using concepts of systematic asset allocation, students are able to allocate assets across different markets and asset classes, taking into account correlations and global market conditions. They are also proficient in employing the Capital Asset Pricing Model (CAPM) to estimate the expected return on an investment given its systematic risk, and can critically discuss the implications of CAPM for international investment decisions. Additionally, students can describe the basic functions and risk profiles of derivative instruments and critically assess their use as hedging tools in financial management. Overall, graduates of this module are prepared to integrate these concepts to make informed financial management decisions and solve complex problems in corporate finance and investment from an international perspective.
3	**Teaching and learning methods** The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and will be supplemented for example by discussions, exercises, presentations or group work.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Students will benefit from having a foundation in finance and accounting before taking this course. Prior completion of introductory modules such as ”Investment & Financing”, “Introduction to Financial Management or similar corporate finance courses is recommended. Basic knowledge of financial mathematics (e.g. present value, interest rates) and an understanding of core economic principles (such as supply and demand, inflation, and introductory macroeconomics) will help students to more easily grasp the international finance concepts presented in this module.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: none
6	**Type and duration of exam** Written examination: The assessment for this module is a closed-book written exam with a duration of 120 minutes.
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)

8	**Literature** Students receive a reference to corresponding literature.

International Trade and Sales

Module code ITS_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1	**Content** The module contains the following main topics: • Introduction to International Marketing • International Trade Theories • Global Market Research • Global Product and Service Strategies • Global Pricing Strategies • Intercultural Marketing • Global Promotion and Communication Strategies • Global Sales Management • Global Negotiation and Conflict Resolution • Ethics and Corporate Social Responsibility in Global Marketing • International Market Entry Strategies • International Marketing in the Future
2	**Learning outcomes** On successful completion of the module, students are able to: • Assess the opportunities for global expansion • Develop strategies for international and global expansion • Develop international marketing and sales strategies
3	**Teaching and learning methods** The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and will be supplemented for example by discussions, exercises, presentations or group work.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Foundations of Marketing, e.g. Marketing Mix, Porter's Five Forces etc.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis.

	Applicability for other study courses: none
6	**Type and duration of exam** Written exam (120 minutes)
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)
8	**Literature** Students receive a reference to corresponding literature.

Leading to High Performance

Module code LHP_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1 **Content**

Introduction

- Course Overview: Introducing Leading to High Performance as a foundational course for understanding and applying the practices of management in complex and rapidly changing global organizations.
- Leadership: Understanding Leadership as a role to guide an organization towards a goal.

Management

- Planning: Developing Vision, Mission, Values, Strategy, Goals and plans for the organization.
- Organizing: Creating the organizational structure to support the strategy.
- Culture: Understanding the elements of the cultural web.
- Controlling: The systematic process of regulating organizational activities to make them consistent with the expectations established in plans, targets, and standards of performance.

Leading

- Leadership Styles: How Leaders relate to others within and outside the organization and how they view themselves and their position.
- Decision-Making: The process of identifying problems and opportunities and resolving them.
- Motivation: Understanding the drives, both internal and external, that make individuals perform.
- Communication: Developing proper communication skills which are essential in leading an organization.
- Leading Teams: How to set up effective team dynamics for optimal performance.
- Change Leadership: Effective change management and how to avoid the common change management mistakes.
- Crisis Management: How to mobilize resources to overcome difficulties created by unexpected events.

2 **Learning outcomes**

Upon successful completion of the module, students will be familiar with important concepts and selected topics in the fields of business and management.

	They will be able to apply their knowledge to enhance their insight into the organizational effectiveness of companies. Students will learn how to increase their own effectiveness in organizations of which they are a member by diagnosing problems and issues and designing solutions to them in a collaborative environment. Students will increase their awareness of the moral and value dimensions implicit in nearly every aspect of organizational life and decision-making.
3	**Teaching and learning methods** The module is taught in on-campus lectures in small groups. The lectures are designed to be interactive and will be supplemented for example by discussions, exercises, presentations or group work.
4	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Students are expected to have basic knowledge of the workings of businesses and organizations to effectively participate in class discussions.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: none
6	**Type and duration of exam** The student will be evaluated through a written exam (120 minutes). The exam is a case study format where students are presented with examples of various leaders and the students are required to analyze various aspects of leadership.
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)
8	**Literature** Students receive a reference to corresponding literature.

Strategic Management

Module code SM_IBC_2023_SS	**Semester** 5	**Duration** 1 semester	**ECTS credits** 5
Course type Compulsory (On-Campus Track)	**Language** English	**Intake** Winter semester	**Workload** 150 hours

1	**Content** The module "Strategic Management" explores the development and implementation of corporate strategies. Students gain a comprehensive overview of strategic management theory, supported by real-world examples, case studies, and practical applications. Key strategic management tools are introduced, including PESTEL analysis, industry structure analysis, Porter’s Five Forces, customer and competitor analysis, SWOT analysis, growth strategies, and Blue Ocean strategies. These instruments are demonstrated and applied within the framework of a typical strategy development process. The objective is to provide a holistic understanding of value creation in business by conveying both the theoretical foundations and the analytical-methodological tools essential for effective corporate decision-making.
2	**Learning outcomes** Upon successful completion of the module, students possess a broad and integrated understanding of the key theories and methodologies in strategic management and corporate governance. They are capable of analyzing corporate strategies, identifying potential areas for improvement, and selecting and applying appropriate methods from a wide range of strategic tools to address specific challenges. Students can effectively present their strategic approaches and convincingly communicate the rationale and expected impact of proposed initiatives. They are also able to critically evaluate the strengths and weaknesses of various corporate strategies, enabling them to contribute responsibly and constructively within expert teams. Through the analysis of real-world case studies and engagement with comprehensive theoretical frameworks, students develop the ability to independently define, assess, and reflect on strategies within corporate management processes.
3	**Teaching and learning methods** The module is delivered through on-campus lectures conducted in small groups. For each session, students receive written study materials that summarize the key content of the module. The lectures are designed to be interactive and are supplemented by discussions, exercises, presentations, and group work.
4	**Prerequisites for participation** Formal requirements: none

	Recommended prior knowledge: Ideally, students have already acquired basic knowledge in the field of business administration and are familiar with some widely used management concepts.
5	**Combination with other study areas** Applicability within the study course: The topics of the module can be deepened in the context of the Bachelor thesis. Applicability for other study courses: none
6	**Type and duration of exam** Presentation as group work (ca. 15 minutes per student) plus group term paper (2500 - 3000 words).
7	**Weighting of the mark in the final grade** 5/155 (On-Campus Track)
8	**Literature** Students receive a reference to corresponding literature.

MODULE FOR PRACTICAL TRACK

Internship

Module code INT-EN	**Semester** 6	**Duration** 1 semester	**ECTS credits** 30
Course type Compulsory (Practical Track)	**Language** Not specified	**Intake** Ongoing	**Workload** 900 hours

1	**Content** Internships offer students their first insights into the operational environment and confront them with socialization aspects, with professional challenges and different job requirements in practice. Moreover, theoretical knowledge and experience acquired during their studies can be applied in practice. The internships are to be carried out in market segments/departments of a company that align with the subject of the study program. The specific requirements regarding internships are defined in the Internship guidelines.
2	**Learning outcomes** The module “Internships” covers important practice-oriented learning outcomes of the study program and therefore, is a very important complement to the more theory-oriented modules. • Students can assess the specialized knowledge they have acquired in the course of their studies with respect to applicability and apply it in a professional context. • Students apply the theories and methods they have learned and, thus, through their own actions, gather real-world business experience. • Students negotiate the ethical and subject-specific aspects of their function within the company and thereby develop their professional identity. • Students develop the ability to establish working relationships with people from different levels in a corporate hierarchy as well as with diverse origins. • They develop the ability to anticipate the effect and consequences of their own actions. • They have an overview of and understand the organizational structure of the company they work for and recognize, defend and reflect their own role in that system. • The students develop their own planning and work techniques. • Students train their self-awareness in stressful situations and conflicts and reflect upon their communication and relationship skills as well as their self-management competencies.
3	**Teaching and learning methods** • ISM’s career center offers workshops on job applications and recruiting • “Learning by doing” during the internship

4	**Prerequisites for participation** Formal requirements: none. Recommended prior knowledge: Students need to prepare for the internship thoroughly with respect to the content and goals of the internship as well as the conditions at the company since these are important aspects for the assurance of quality, i.e. student and company have to enter into an agreement regarding the tasks, goals and work station of the intern. This agreement is a mandatory part of the internship presentation.
5	**Combination with other study areas** Applicability within the study course: For all modules depending on the job/department. Applicability for other study courses: On-campus Bachelor programs Business Law, Finance & Management, Global Brand & Fashion Management, Information Systems, International Management, International Sports Management, Marketing & Communications Management, Psychology & Management, Tourism & Event Management.
6	**Type and duration of exam** Report and term paper (6.000 – 7.000 words)
7	**Weighting of the mark in the final grade** The module is not included in the calculation of the final grade.
8	**Literature** Students can find references to supplementary material on the learning platform.