

# Course Handbook Management Sciences Master

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Head of Studies	<u>Prof. Dr. Stefanie Jensen</u>
Deputy Head of Studies	<u>Dr. Ulrike Sträßer</u>
Chairman of Examination	<u>Prof. Dr. techn. Marcel Wiggert</u>
Deputy Chairman of Examination	<u>Prof. Dr. Stefan Selle</u>

## Management Sciences Master - mandatory courses (overview)

<u>Module name (EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<u>Hours per semester week / Teaching method</u>	<u>ECTS</u>	<u>Module coordinator</u>
<u>Corporate Finance</u>	DFMM-204	P610-0478	2	2V	3	<u>Prof. Dr. Mana Mojadadr</u>
<u>English 1</u>	DFMM-123	P620-0114	1	2VU	3	<u>Prof. Dr. Thomas Tinnefeld</u>
<u>English 2</u>	DFMM-223	P620-0134	2	2VU	3	<u>Prof. Dr. Thomas Tinnefeld</u>
<u>International Human Resource Management</u>	DFMM-103	P620-0118	1	2V	3	<u>Prof. Dr. Stefanie Jensen</u>

(4 modules)

## Management Sciences Master - optional courses (overview)

<u>Module name (EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<u>Hours per semester week / Teaching method</u>	<u>ECTS</u>	<u>Module coordinator</u>
<u>Framework Conditions in</u>	DFMM-MFSTM-230		1	4V	6	<u>Dr. Birgit Pferdmenges</u>

<u>Module name</u> <u>(EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<u>Hours per semester week / Teaching method</u>	<u>ECTS</u>	<u>Module coordinator</u>
<u>the Leisure, Sport and Tourism Industry</u>						
<u>Advanced Operations Research</u>	DFMM-MASCM-240		1	4VU	6	<u>Prof. Dr. Teresa Melo</u>
<u>Bank and Financial Management</u>	DFMM-MARPF-130		1	4V	6	<u>Prof. Dr. Matthias Gröhl</u>
<u>Business Process and Quality Management</u>	DFMM-MASCM-130		1	4V	6	<u>Prof. Dr. Thomas Korne</u>
<u>Cultural and Tourism Geography</u>	DFMM-MFSTM-240		1	4V	6	<u>Prof. Dr. Achim Schröder</u>
<u>Customer Relationship Management</u>	DFMM-MAMS-130		1	4V	6	<u>Prof. Dr. Frank Hälsig</u>
<u>Earnings Management and Analysis of Financial Statements</u>	DFMM-MARPF-120		1	4V	6	<u>Prof. Dr. Günter Pochmann</u>
<u>Event Management</u>	DFMM-MFSTM-W-25		1	-	6	<u>Prof. Dr. Ralf Rockenbauch</u>
<u>Finances (Corporate Finance, Financial Risk Management)</u>	DFMM-MARPF-220		1	4V	6	<u>Prof. Dr. Matthias Gröhl</u>
<u>Financial Auditing and Taxation Law</u>	DFMM-MARPF-210		1	4V	6	<u>Prof. Dr. Jochen Pilhofer</u>
	DFMM-MAIM-231		1	4V	6	

<u>Module name</u> <u>(EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<u>Hours</u> <u>per</u> <u>semester</u> <u>week /</u> <u>Teaching</u> <u>method</u>	<u>ECTS</u>	<u>Module</u> <u>coordinator</u>
<u>Financial</u> <u>Management</u>						<u>Prof. Dr.</u> <u>Matthias</u> <u>Gröhl</u>
<u>French 2</u>	DFMM-222	P620-0135	2	4VU	3	<u>Prof. Dr.</u> <u>Thomas</u> <u>Tinnefeld</u>
<u>French I</u>	DFMM-122	P620-0115	1	4VU	3	<u>Prof. Dr.</u> <u>Thomas</u> <u>Tinnefeld</u>
<u>German 1</u>	DFMM-121	P620-0113	1	4VU	3	<u>Dr. Julia</u> <u>Frisch</u>
<u>German 2</u>	DFMM-221	P620-0133	2	4VU	3	<u>Dr. Julia</u> <u>Frisch</u>
<u>International</u> <u>Accounting</u> <u>and Taxation</u>	DFMM-MAIM-122		1	4V	6	<u>Prof. Dr.</u> <u>Jochen</u> <u>Pilhofer</u>
<u>International</u> <u>Buyer</u> <u>Behavior</u>	DFMM-MAMS-210		1	4F	6	<u>Prof. Dr.</u> <u>Tatjana König</u>
<u>International</u> <u>Consolidated</u> <u>Financial</u> <u>Reporting</u>	DFMM-MARPF-140		1	4V	6	<u>Prof. Dr.</u> <u>Jochen</u> <u>Pilhofer</u>
<u>International</u> <u>Marketing</u>	DFMM-MAIM-212		1	4S	6	<u>Prof. Dr.</u> <u>Frank Hälsig</u>
<u>International</u> <u>Strategic</u> <u>Management</u>	DFMM-MAIM-112		1	4V	6	<u>Prof. Dr.</u> <u>Stefanie</u> <u>Jensen</u>
<u>International</u> <u>Tourism</u> <u>Management</u>	DFMM-MAIM-244		1	4V	6	<u>Prof. Dr. Ralf</u> <u>Rockenbauch</u>
<u>Lean</u> <u>Production</u> <u>Concepts and</u> <u>Methods</u>	DFMM-MASCM-120		1	4VU	6	<u>Prof. Dr.</u> <u>Steffen H.</u> <u>Hütter</u>

<u>Module name</u> <u>(EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<b>Hours per semester week / Teaching method</b>	<u>ECTS</u>	<b>Module coordinator</b>
<u>Leisure, Sport and Tourism Studies</u>	DFMM-MFSTM-110		1	4V	6	<u>Prof. Dr. Kerstin Heuwinkel</u>
<u>Management Accounting and Information Management</u>	DFMM-MARPF-110		1	4V	6	<u>Prof. Dr. Michael Zell</u>
<u>Market Research and Multivariate Analysis</u>	DFMM-MAMS-110		1	4VU	6	<u>Prof. Dr. Tatjana König</u>
<u>Marketing Controlling</u>	DFMM-MAMS-562		1	4V	6	<u>Prof. Dr. Tatjana König</u>
<u>Non-Profit Management</u>	DFMM-MFSTM-320		1	4V	6	<u>Prof. Dr. Kerstin Heuwinkel</u>
<u>Recreation and Adventure Management</u>	DFMM-MFSTM-W-31		1	4V	6	<u>Prof. Dr. Ralf Rockenbauch</u>
<u>Sector Marketing</u>	DFMM-MAMS-230		1	4V	6	<u>Prof. Dr. Frank Hälsig</u>
<u>Seminar on Sustainable Economics in the Leisure, Sport and Tourism Sectors</u>	DFMM-MFSTM-250		1	4S	6	<u>Prof. Dr. Kerstin Heuwinkel</u>
<u>Sports Management</u>	DFMM-MFSTM-W-111		1	4V	6	<u>Prof. Dr. Ralf Rockenbauch</u>
<u>Stakeholders in the Leisure, Sport and Tourism Sectors</u>	DFMM-MFSTM-120		1	4V	6	<u>Prof. Dr. Achim Schröder</u>

<u>Module name</u> <u>(EN)</u>	<u>Code</u>	<u>SAP-P</u>	<u>Semester</u>	<u>Hours per semester week / Teaching method</u>	<u>ECTS</u>	<u>Module coordinator</u>
<u>Strategy and Transaction Consulting</u>	DFMM-MARPF-240		1	4V	6	Prof. Dr. Alexander Pöschl
<u>Supply Chain Planning</u>	DFMM-MASCM-210		1	4VU	6	<u>Prof. Dr. Thomas Bousonville</u>

(34 modules)

## Management Sciences Master - mandatory courses

### Corporate Finance

<b>Module name (EN):</b> Corporate Finance
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-204
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Term paper & oral examination  [updated 21.10.2024]
<b>Applicability / Curricular relevance:</b>  DFMM-204 (P610-0478) <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 2, mandatory course
<b>Workload:</b>

30 class hours (= 22.5 clock hours) over a 15-week period.  
The total student study time is 90 hours (equivalent to 3 ECTS credits).  
There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Mana Mojadadr

**Lecturer:**

Prof. Dr. Mana Mojadadr

[updated 05.04.2020]

**Learning outcomes:**

Learning outcomes:

Sustainable and value-oriented corporate management and valuation are particularly important in the age of digitalization and global competition. The primary goal for students in this module is to acquire the relevant skills for this master's program.

Securities traded on the financial markets or young companies rated by investors, from start-ups to corporations, are scrutinized in terms of their economic plausibility, but also from a holistic perspective, in order to be able to meaningfully assess future developments in business model valuations and overall strategies. Theoretical and traditional standards of evaluation, however, are becoming increasingly obsolete in this regard. Manuals and textbooks are of limited use when it comes to evaluating rapidly developing technologies and new market conditions, where risks and opportunities need to be redefined.

Consequently, students will learn to analyze (digital) business models and strategies holistically in order to derive valuations and (financial) estimates based on this. This goes beyond learning and implementing well-known concepts of company valuation. Relevant keywords for this module include, among others: financial and business analysis, capital market theories, CAPM, FCF, beta factor, startup valuations, and the valuation of new technologies and innovations.

With the help of real-life, current examples, this module will enable students to use their knowledge of corporate finance and investment to establish and analyze the connection between the objectives of strategic (financial) management for example, from the perspective of a company's management and a company's position on the capital markets or with investors.

In addition, course participants will be able to develop their own business plan components (including financial and liquidity planning) for a company and, based on these, formulate recommendations for decision-makers and for maintaining or increasing the company's value.

Students will be able to create a cash flow statement and develop a company's financial and liquidity planning. Furthermore, they will be able to explain and assess risk and return. In particular, they will be able to apply and implement practical business models and strategies.

The students will also become familiar with the essential concepts of value-based management.

[updated 21.10.2024]

**Module content:**

1. Introduction and overview of corporate finance
2. Digitization and new business models
3. Determining the price versus the company value
4. Company evaluation principles
5. Case studies and/or project work

[updated 21.10.2024]

**Teaching methods/Media:**

Practical case studies (generally using a project-oriented approach, possibly in cooperation with companies and based on real-life problems)

Exercises, research and analysis assignments (in subgroups if necessary)

[updated 21.10.2024]

**Recommended or required reading:**

- Current company information (see current project or case study to be discussed)
- Current (case) studies and statistics
- Current specialist articles

## Monographs &amp; manuals

Berens, W.: Due Diligence bei Unternehmensakquisitionen, latest edition, Stuttgart.

Brealey, R. A./Myers, S. C.: Principles of Corporate Finance, latest edition, New York.

Bruner, R. F./Eades, K. M./Schill, M. J.: Case studies in finance: managing for corporate value creation, akt. Aufl., Boston.

Damodaran, A., Corporate Finance: Theory and Practice, akt. Aufl., Hoboken/New Jersey.

Damodaran, A., Valuation: Security Analysis for Investment and Corporate Finance, akt. Aufl., Hoboken/New Jersey.

Damodaran, A.: Applied corporate finance, akt. Aufl., Hoboken/New Jersey.

Ernst, D.: Applied international corporate finance, akt. Aufl., München.

Fernandez, P., Valuation Methods and Shareholder Value Creation, akt. Aufl., (Academic Press).

Gardner, C., The Valuation of Information Technology: A Guide for Strategy Development, Valuation, and Financial Planning (Financial Management Book 2), akt. Aufl., Hoboken/New Jersey.

Hommel, M./Dehmel, I.: Unternehmensbewertung case by case, akt. Aufl., Frankfurt.

Müller-Stewens, G./Kunisch, S./Binder, A.: Mergers & Acquisitions: Analysen, Trends und Best Practices, Stuttgart 2010.

Poland, S., Founder s Pocket Guide: Startup Valuation, akt. Aufl.

Ross, S. A./Westerfield, R./Jaffe, J., Modern Financial Management, akt. Aufl., Boston.

[updated 21.10.2024]

## English 1

**Module name (EN): English 1**

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-123

**Hours per semester week / Teaching method:**

2VU (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Written exam, 90 min. (50%) and tests over the course of the semester (50%) (can be repeated semesterly)  [updated 13.05.2025]
<b>Applicability / Curricular relevance:</b>  DFMM-123 (P620-0114) <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, mandatory course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Thomas Tinnefeld</u>
<b>Lecturer:</b> Dozierende des Studiengangs  [updated 28.04.2025]
<b>Learning outcomes:</b> After successfully completing this module, students - at B2 level of the Common European Framework of Reference - will: - be able to apply their existing specialized knowledge of English to the field of international management, - be able to develop their reading comprehension in order to understand and analyze more demanding technical literature and case studies, - be able to give presentations on specialist topics in the context of international management, - be able to write clearly structured reports for selected professional fields, - have strengthened their intercultural communication skills in order to interact successfully with international business partners, - be able to conduct complex discussions and negotiations in English in the field of international management, - have increased their knowledge of technical terminology from their field and be able to use it appropriately

for the most part,  
 - be able to understand and analyze complex business processes and strategies in English to a large extent,  
 - have improved their language skills with the aim of writing market analyses and business plans in an international context under supervision,  
 - be able to research relevant current topics and trends in international management in English and present them in a clear and understandable manner.

[updated 13.05.2025]

**Module content:**

Practical exercises for making telephone calls regarding economic topics  
 Listening comprehension exercises  
 Preparation of a business plan for a business idea  
 Reading comprehension with regard to current business-topic texts from England and the United States  
 Practical grammar exercises

[updated 13.05.2025]

**Teaching methods/Media:**

Lecture, language exercises, teamwork

[updated 13.05.2025]

**Recommended or required reading:**

B for Business, Hueber 2008  
 English daily newspapers, online

[updated 13.05.2025]

## English 2

<b>Module name (EN): English 2</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-223
<b>Hours per semester week / Teaching method:</b> 2VU (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English

**Assessment:**

Written exam, 90 min. (50%) and tests over the course of the semester (50%) (can be repeated semesterly)

[updated 13.05.2025]

**Applicability / Curricular relevance:**

DFMM-223 (P620-0134) Management Sciences, Master, ASPO 01.10.2018 , semester 2, mandatory course

**Workload:**

30 class hours (= 22.5 clock hours) over a 15-week period.

The total student study time is 90 hours (equivalent to 3 ECTS credits).

There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:****Module coordinator:**

Prof. Dr. Thomas Tinnefeld

**Lecturer:**

Dozierende des Studiengangs

[updated 28.04.2025]

**Learning outcomes:**

After successfully completing this module, students - at B2+ level of the Common European Framework of Reference - will:

- be able to apply their advanced specialized knowledge of English to the field of international management,
- have developed their reading comprehension more or less independently in order to understand and analyze challenging technical literature and case studies,
- be able to deliver presentations on specialist topics in the context of international management in a competent manner,
- be able to write clearly structured reports that are understandable across cultures for selected professional fields,
- have strengthened their intercultural communication skills more or less independently in order to interact successfully with international business partners,
- be able to conduct more complex discussions and negotiations in English in the field of international management,
- have increased their knowledge of technical terminology from their field more or less independently and be able to apply it as appropriately as possible,
- be able to understand and analyze complex business processes and strategies in English to the greatest extent possible,
- have improved their language skills independently with the aim of writing market analyses and business plans in an international context,
- be able to competently research relevant current topics and trends in international management in English and present them in a comprehensible manner.

[updated 13.05.2025]

**Module content:**

(inter)culturally relevant, current topics pertaining to the countries in which the target language is spoken.

The course will be oriented on the students' lives and everyday study routine.

Current topics from the fields of marketing and market research, logistics, finance, the stock exchange etc. in connection with the specialist lectures held during the semester.

Newspaper and magazine articles with technical and/or (inter)cultural orientation, e.g. from The Times, The Guardian, Time, Newsweek, International Herald Tribune.

Subject-specific vocabulary in the context of the topics (areas) covered

Consideration of all four language skills (speaking, writing, listening, reading)

Specialized grammar

[updated 13.05.2025]

**Teaching methods/Media:**

Presentations by the lecturer

Plenary discussions

Group discussions

Partner work

Group work phases where students tackle specific tasks

Multimedia language lab

Student presentations

Short talks by the students

[updated 13.05.2025]

**Recommended or required reading:**

Teaching materials: texts and exercises compiled by the lecturer

PowerPoint presentations by the lecturer or equivalent visualization forms

Lecturer's learning platform

Grammars and exercise books recommended in the course

Internet resources

[updated 13.05.2025]

## International Human Resource Management

<b>Module name (EN): International Human Resource Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-103
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1

<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b>  [ <i>still undocumented</i> ]
<b>Applicability / Curricular relevance:</b>  DFMM-103 (P620-0118) <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, mandatory course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Stefanie Jensen</u>
<b>Lecturer:</b> <u>Prof. Dr. Stefanie Jensen</u>  [ <i>updated 24.09.2024</i> ]
<b>Learning outcomes:</b>  [ <i>still undocumented</i> ]
<b>Module content:</b>  [ <i>still undocumented</i> ]
<b>Recommended or required reading:</b>  [ <i>still undocumented</i> ]

## Management Sciences Master - optional courses

# Framework Conditions in the Leisure, Sport and Tourism Industry

<b>Module name (EN): Framework Conditions in the Leisure, Sport and Tourism Industry</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-230
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (90 minutes / Can be repeated semesterly)  [updated 20.01.2020]
<b>Applicability / Curricular relevance:</b>  DFMM-MFSTM-230 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-230 (P440-0024) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Dr. Birgit Pferdmenges</u>
<b>Lecturer:</b> <u>Dr. Birgit Pferdmenges</u>  [updated 17.08.2020]

**Learning outcomes:**

Students will develop, expand and deepen their specialized and methodological knowledge about:

- the framework conditions in leisure, sports and tourism management
- the strategic planning of the topical areas of leisure, sports and tourism organizations.
- the restrictions relevant to the provision of services in these sectors (service chain in the overall system of the leisure, sports and tourism industry).
- the consideration of parameters outside the company (economic, ecological, technical, social, political, legal framework conditions)
- the consideration of internal company parameters (company goals, company philosophy and culture, leadership understanding, distribution of power between owners, management, works council, operational and structural organization, working conditions, market position and company earnings).
- the analysis of current developments, market and competition parameters in a regional, national and international context
- structural models and system management in the leisure, sports and tourism industries.

After successfully completing this module, students will:

- have gained deeper insights into the framework conditions of the leisure, sports and tourism industry and be able to apply appropriate management methods.
  - be able to deal with the advancing internationalization/Europeanization of framework conditions.
- They will be able to identify the most important (inter-) national framework conditions. They will be familiar with important (inter-) national framework conditions, as well as the negotiation and drafting of (inter-) national treaties. They will be able to use the relevant (inter-) national scientific terminology.

International and intercultural relevance:

- Study of international framework conditions in the leisure, sports and tourism industries
- Examples from international case studies with a high practical relevance (application-oriented teaching)

Practical relevance:

- Economic and political consulting in the leisure, sports and tourism sector, taking into account current/future framework conditions
- Conception of framework conditions and the application of management methods for organizations in the leisure, sports and tourism sector
- Social competence
- Guest lectures, excursions (together with students from different semesters and study programs)
- In particular management concepts and the design of framework conditions with high relevance for sustainable management in the leisure, sports and tourism sector
- Students will expand and deepen their ability to use modern presentation techniques, their project and team work skills, as well as their scientific working skills.

After successfully completing this course, students will:

- be able to analyze, explain and shape framework conditions in the leisure, sports and tourism industry.
- be able to differentiate between planning and control methods in leisure, sports and tourism management.
- be able to select, explain and apply appropriate management methods to the respective framework conditions.

[updated 17.04.2025]

**Module content:**

Terms and characteristics for the definition of framework conditions in leisure, sports and tourism

management

Strategic planning for leisure, sports and tourism organizations

Service chain in the overall system of the leisure, sports and tourism industry

Consideration of external parameters (including economic, social, political, and legal factors)

Consideration of internal parameters (including values, goals, organization)

Analysis of developments, market and competitive parameters in a regional, national and international context

Structural models and system management in the leisure, sports and tourism industries

Conception of framework conditions for (regional) organizations in the leisure, sports and tourism sector

Project, political and economic consulting

Reflection and analysis of changes in the (global) environment and of leisure, sports and tourism

organizations

Management tasks and management areas in the leisure, sports and tourism industries

(inter-) national legal framework conditions and regulations, in particular:

Travel and tourism law: package travel law, transport law (in particular air transport), including national and international regulations in contract and tort law.

Sports and event law, taking into account international aspects (in particular legal entities, sports clubs and associations, possible legal forms, liability in sports law, marketing sports rights, doping)

[updated 17.04.2025]

#### **Teaching methods/Media:**

Seminaristic lecture

Group work, exercises based on selected cases and contracts

Case studies (where appropriate, study trips)

Discussions with fellow students and third parties

On the basis of selected data material and case studies, students will learn to develop concepts independently, analyze them and reflect on them.

[updated 17.04.2025]

#### **Recommended or required reading:**

Literature:

Current literature lists will be made available to students at the beginning of the semester (exemplary references):

For the legal framework:

- Führich, Staudinger: Reiserecht; Handbuch des Pauschalreise-, Reisevermittlungs-, Reiseversicherungs- und Individualreiserechts, 2024

- Führich, Achilles-Pujol: Basiswissen Reiserecht; Grundriss des Pauschal- und Individualreiserechts 2022

- Führich E., Führich M.: Wirtschaftsprivatrecht; Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht, 2022

[updated 17.04.2025]

# Advanced Operations Research

<b>Module name (EN):</b> Advanced Operations Research
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MASCM-240
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam and project work (120 minutes / Weighting 2:1 / Can be repeated semesterly)  [updated 13.09.2018]
<b>Applicability / Curricular relevance:</b>  DFMM-MASCM-240 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MASCM-240 (P420-0331, P420-0332, P620-0123) <u>Supply Chain Management, Master, ASPO 01.04.2016</u> , semester 2, mandatory course MASCM-240 (P420-0331, P420-0332, P620-0123) <u>Supply Chain Management, Master, ASPO 01.04.2017</u> , semester 2, mandatory course  Suitable for exchange students (learning agreement)
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Teresa Melo</u>
<b>Lecturer:</b> <u>Prof. Dr. Teresa Melo</u>  [updated 17.08.2020]

**Learning outcomes:**

After having successfully completed this module, the student will:

- have obtained practice and experience in formulating realistic (integer) linear programming models,
- be aware of the applications of linear programming encountered in practice,
- have developed an appreciation for the diversity of problems that can be modeled as linear programs,
- be aware of the power and limitations of optimization methods,
- understand the concept of multicriteria decision-making and how it differs from situations and procedures involving a single criterion,
- be able to develop a goal programming model of a multiple criteria problem,
- be aware of major heuristic techniques and know when and how to apply them,
- be familiar with commercial software such as Excel Solver,
- be able to interpret the computer solution of a linear programming problem and perform a sensitivity analysis.

[updated 13.09.2018]

**Module content:****1. Linear programming revisited:**

- Building linear programming models
- Typical applications in production and distribution planning
- Economic interpretation of a solution
- Duality theory and sensitivity analysis

**2. Multi-criteria decision problems:**

- Motivation and examples of conflicting objectives
- Preemptive and non-preemptive goal programming
- The analytic hierarchy process (AHP)

**3. Integer and mixed-integer linear programming:**

- Formulation of optimization models with discrete decision variables
- Innovative uses of binary variables in model formulation
- Sample applications in logistics and supply chain planning
- The branch-and-bound technique

**4. Metaheuristics:**

- The nature of metaheuristics
- Tabu search
- Simulated annealing
- Genetic algorithms

**5. Formulating and solving optimization models on a spreadsheet (Excel Solver)**

[updated 13.09.2018]

**Teaching methods/Media:**

Lecture and discussion in a large group using transparencies (projector) and the blackboard (theory and examples).

The lecture will be supplemented by exercises. In order to support independent work a large number of exercise sheets covering the wide range topics in this module will be provided. Afterwards, the solutions will

be discussed with the students (partly using optimization software).

Both the lecture notes and the exercise sheets will be available to students in electronic form.

[updated 13.09.2018]

**Recommended or required reading:**

Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., Cochran, J. J., Fry, M. J., Olhmann, J. W.: An Introduction to Management Science: Quantitative Approaches to Decision Making (14th edition). Cengage Learning, 2015

Hillier, F., Lieberman, G.: Introduction to Operations Research (9th edition). McGraw Hill Higher Education, 2010

Williams, H. P.: Model Building in Mathematical Programming (5th edition). Wiley, 2013

Winston, W. L.: Operations Research: Applications and Algorithms (4th edition). Cengage Learning, 2004

[updated 13.09.2018]

## Bank and Financial Management

<b>Module name (EN): Bank and Financial Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MARPF-130
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 05.12.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MARPF-130 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MARPF-130 (P420-0319) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 1, mandatory course
<b>Workload:</b>

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Matthias Gröhl

**Lecturer:** Prof. Dr. Matthias Gröhl

*[updated 17.08.2020]*

**Learning outcomes:**

After successfully completing this module, students will have gained insight into the business of the banking sector. They will understand the function of banks in the overall economy as well as the different objectives of banking companies. The study of the resulting banking systems will help them understand the basic theories of the banking industry.

Students will be able to understand the theoretical principles of banking and put them into context with regard to current corporate finance issues. The knowledge students acquire in this course will allow them to assess developments on the money and capital markets, as well as the associated legal frameworks.

Students will be examining banking services for corporate customers in more detail. They will not only study classic banking services, but also the provision of banking services by non-banking companies (in-house banking). This also includes the processing of financial transactions on the Internet.

Finally, students will examine and evaluate the future prospects of the banking industry.

After successfully completing this module, students will be able to make their own decisions on the use of financial services from the perspective of non-bank financial companies.

*[updated 05.12.2019]*

**Module content:**

- 1 The role of banks in the economy as a whole
- 2 Banking company business models
  - 2.1 Financial intermediation
  - 2.2 Commercial banking
  - 2.3 Investment banking
- 3 The banking system
  - 3.1 Central banks
  - 3.2 Universal banking versus separate banking system
  - 3.3 The banking system in Germany
  - 3.4 State regulation of the banking sector
- 4 Bank services
  - 4.1 Overview
  - 4.2 Corporate banking
5. Non-bank financial companies as competitors to traditional banks
  - 5.1 Insourcing of banking and financial services
  - 5.2 Payment services on the Internet
  - 5.3 Mediation services on the Internet
  - 5.4 Swarm financing
- 6 Prospects for the development of the banking industry

[updated 05.12.2019]

**Teaching methods/Media:**

Lecture, exercises, case studies

[updated 05.12.2019]

**Recommended or required reading:**

Dahmen, A./Jacobi, P./Rossbach, P.: Corporate Banking, latest edition, Bankakademie-Verlag, Frankfurt a. M.

Deutsche Bundesbank (Hrsg.): Die Ertragslage der deutschen Kreditinstitute im Jahr \_\_, in: Monatsbericht [erscheint jährlich im Monatsbericht September], Frankfurt am Main.

Eilenberger, G.: Bankbetriebswirtschaftslehre: Grundlagen, internationale Bankleistungen, Bank-Management, latest edition, Oldenbourg, München.

[updated 05.12.2019]

## Business Process and Quality Management

**Module name (EN): Business Process and Quality Management**

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MASCM-130

**Hours per semester week / Teaching method:**

4V (4 hours per week)

**ECTS credits:**

6

**Semester:** 1

**Mandatory course:** no

**Language of instruction:**

German

**Assessment:**

Written exam (120 minutes / can be repeated semesterly)

[updated 13.09.2018]

**Applicability / Curricular relevance:**

DFMM-MASCM-130 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course  
MASCM-130 (P420-0335, P620-0125) Supply Chain Management, Master, ASPO 01.04.2016 , semester 1,  
mandatory course

MASCM-130 (P420-0335, P620-0125) Supply Chain Management, Master, ASPO 01.04.2017 , semester 1,

mandatory course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Thomas Korne

**Lecturer:** Prof. Dr. Thomas Korne

[updated 17.08.2020]

**Learning outcomes:**

Process Management:

After successfully completing this module, students will be able to:

- analyze, design and optimize business processes,
- develop function-specific skills for managing and optimizing business processes,
- implement the common techniques (e.g. dv-supported BPM/BPR tools such as Visio and ARIS as well as modeling methods) for the introduction and improvement of business process management,

- develop process concepts for the introduction of a company-specific business process management system,
- identify, model and improve process methods and tools for specific functions and industries,
- recognize and set process goals,
- check and monitor the achievement of goals,
- implement process controlling and promote the integration of business process management with quality management to create an integrated management system.

Quality Management:

After successfully completing this module, students will be able to:

- assess the importance of quality as a competitive and cost factor,
- explain the basic concepts of QM and the underlying standards (in particular ISO 9000 ff; TS 16949.),
- establish the basic structure of a QMS and to identify core and support processes based on specific company examples and to design them in a quality-oriented manner,

- apply current techniques and instruments for efficient process documentation (e.g. Visio, ARIS,...),
- implement an auditing process,
- prepare internal and external audits,
- create technical interfaces to environmental management and occupational safety management systems and to develop integrated management systems,

- analyze the different requirements of various industries (automotive industry, food industry, pharmaceutical industry) and the resulting industry-specific standards (food -> HACCP systems, BRC, IFS, EUROGAP, pharmaceutical industry -> GMP, GLP),

discuss quality-related management methods such as EFQM and Six Sigma,  
explain quantitatively oriented quality tools such as Pareto analysis, control charts, FMEA, QFD, etc. and  
apply them appropriately to the situation.

[updated 13.11.2024]

**Module content:**

Process Management:

1. Basics of business processes (business and technical)
2. Basics of business process management
3. Enterprise modeling
4. Business process modeling
5. Implementation with BPR tools
6. Introduction and optimization

Quality Management:

1. Basics
2. Basic standards (ISO 9000, TS 16949)
3. Structure of a QMS
4. Q process design and documentation
5. Auditing and auditing techniques
6. Integrated management systems
7. Industry-specific QMS
8. Further developments (EFQM, SIX SIGMA, ...)
9. Quality tools (Pareto, control charts, FMEA, QFD, ...)

[updated 13.11.2024]

**Teaching methods/Media:**

Lecture with integrated exercises/case studies (partly on PC) using written documents; projector presentations, blackboard

[updated 13.09.2018]

**Recommended or required reading:**

Process Management:

- T. Fűrmann, C. Dammasch (2008): Prozessmanagement, 3. Auflage. Verlag C. Hanser  
Jochem/Mertins/Knothe (2010): Prozessmanagement, Symposion Publishing  
Koch/Zeiler (2010): Geschäftsprozessmanagement, WITEC Verlag  
Komus (2011): BPM Best Practice, Springer Verlag  
Knuppertz/Feddern (2011): Prozessorientierte Unternehmensführung, Verlag Schaeffer-Poeschl  
Schmelzer/Sesselmann (2010): Geschäftsprozessmanagement in der Praxis, Verlag C. Hanser  
Schwab (2011): Geschäftsprozessmanagement mit Visio, Viflow und MS Project, Verlag C. Hanser  
Seidelmeier (2010): Prozessmodellierung mit ARIS, 3. Auflage, Verlag Vieweg und Teubner  
Slama/Nelius (2011): Enterprise BPM, Verlag dpunkt

Teilgebiet Qualitätsmanagement:

- Brüggemann/Bremer (2012): Grundlagen Qualitätsmanagement, Verlag Vieweg und Teubner  
Brunner/Wagner (2010): Qualitätsmanagement, 5. Auflage,; Verlag C. Hanser

Kamiske (2012): Handbuch QM Methoden, Verlag C. Hanser  
 Schmidt/Pfeifer (2010): Qualitätsmanagement, 4. Auflage, Verlag C. Hanser  
 Timischl (2012): Qualitätssicherung, 4. Auflage, Verlag C. Hanser  
 Zollondz (2011): Grundlagen Qualitätsmanagement, 3. Auflage, Verlag Oldenbourg

[updated 13.11.2024]

## Cultural and Tourism Geography

<b>Module name (EN): Cultural and Tourism Geography</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-240
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written composition mit presentation (class presentation) (can be repeated annually) (weighting 1:1). The written composition is a written examination of 15 to 20 pages per person. The presentation is an oral examination lasting 20 to 30 minutes per person. The use of digital and non-digital media may be required.  [updated 11.01.2024]
<b>Applicability / Curricular relevance:</b>  DFMM-MFSTM-240 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-240 (P420-0462, P440-0011) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>

**Module coordinator:**  
Prof. Dr. Achim Schröder

**Lecturer:** Prof. Dr. Achim Schröder

[updated 17.08.2020]

**Learning outcomes:**

After successfully completing this module, students will be able to:

- assess geographical and cultural factors (i.e. location, facilities, infrastructures, special attractions, etc.) and systematically analyze their potential for use in leisure, sports and tourism,
- illustrate the importance of geographical differences in nature, society and culture as driving forces in tourism and take them into account in management and marketing strategies,
- independently apply knowledge and methods of cultural geography as well as leisure and tourism geography in their own analyses in order to compare and evaluate the results in group work,
- document and present key results and discuss them with the group (and external parties if necessary).

[updated 11.01.2024]

**Module content:**

- Geographical issues
- Principles of physical geography
- Atmospheric events
- Ecozones of the Earth
- Processes and structures of the Earth's crust
- Landscapes
- Basics of cultural and urban geography
- Urban development and types of cities
- Urban models
- Recreational, sports and tourism areas: structures, impacts and management strategies
- Tourism in ...
- ... the Islamic-Oriental city
- ... the Latin American city
- ... the US American city etc...
- Tourism in ...
- ... the tropics
- ... the subtropics
- ... in temperate zones
- ... in the boreal and polar zones.

[updated 11.01.2024]

**Teaching methods/Media:**

- Seminaristic lecture
- Case studies (where appropriate, study trips)
- Group and project work (independent analysis and (poster) presentation)
- Discussions with fellow students and third parties
- Presentations and preparation of documentation/papers

[updated 11.01.2024]

**Recommended or required reading:**

Becker, C. et al.: Tourismus und nachhaltige Entwicklung, Wissenschaftliche Buchgesellschaft, Darmstadt,

aktuelle Auflage

Becker, Chr.; Hopfinger, H.; Steinecke, A. (Hrsg.): Geographie der Freizeit und des Tourismus. Bilanz und Ausblick, Oldenbourg, München, Wien, aktuelle Auflage

Benckendorff, P. Lund-Durlacher, D. (Eds.) (2013). International Cases In Sustainable Travel & Tourism. Goodfellow Publishers: Oxford.

Bieger, T.: Tourismuslehre Ein Grundriss, Haupt, Bern u. a., aktuelle Auflage

Bieger; Beritelli: Management von Destinationen (Lehr- und Handbücher zu Tourismus, Verkehr und Freizeit), aktuelle Auflage

Boniface; Cooper: Worldwide Destinations: The Geography of Travel and Tourism, aktuelle Auflage

Boniface; Cooper: Worldwide Destinations Casebook: The Geography of Travel and Tourism, aktuelle Auflage

Gebhardt, H., Glaser, R., Radtke, U., Reuber, P., Geographie. Physische Geographie und Humangeographie, Spektrum Akademischer Verlag, aktuelle Auflage

Hall, C. M.; Page, S.: The Geography of Tourism and Recreation. Environment, Place and Space, Routledge, London, 2006

Hagget, P.: Geographie. Eine globale Synthese, Verlag Eugen Ulmer, UTB, aktuelle Auflage

Heineberg, H.: Einführung in die Anthropogeographie, Humangeographie, Schöningh, Paderborn, aktuelle Auflage

Heineberg, H.: Stadtgeographie. UTB, Aktuelle Auflage

Institut für Länderkunde (Hrsg.) Nationalatlas Bundesrepublik Deutschland. Verschiedene Bände, Spektrum Akademischer Verlag, Heidelberg, Berlin, versch. Jahrgänge

Kagermeier, A.: Tourismusgeographie. UVK Lucius, Konstanz, aktuelle Auflage

Knox, P. L.; Marston, S. A.: Humangeographie, Spektrum Akademischer Verlag, Heidelberg, aktuelle Auflage

Kiesow, G. Kulturgeschichte sehen lernen (Band 1-5), Deutsche Stiftung Denkmalschutz, aktuelle Auflage

Lichtenberger, E.: Stadtgeographie 1.- Stuttgart, aktuelle Auflage

Mancini, M.: Selling Destinations, aktuelle Auflage

Mundt, J. W. : Tourismus, aktuelle Auflage

Mundt, J.W.: Tourism and Sustainable Development, aktuelle Auflage

Page, Connell: Tourism. A modern Synthesis, aktuelle Auflage.

Schmude, J.: Tourismusgeographie, WBG, Darmstadt, aktuelle Auflage

Schultz, J.: Die Ökozonen der Erde. UTB, aktuelle Auflage

Steinecke, A.: Destinationsmanagement, aktuelle Auflage

Steinecke, A.: Internationaler Tourismus, UVK Lucius, aktuelle Auflage

Steinecke, A.: Tourismus. (Das Geographische Seminar) Braunschweig, aktuelle Auflage

Strahler A. H.; Strahler, A. N.: Physische Geographie, Verlag Eugen Ulmer, UTB, aktuelle Auflage.

[updated 11.01.2024]

## Customer Relationship Management

<b>Module name (EN): Customer Relationship Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAMS-130
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1

<p><b>Mandatory course:</b> no</p>
<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 20.11.2019]</p>
<p><b>Applicability / Curricular relevance:</b>  DFMM-MAMS-130 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAMS-130 (P420-0005) <u>Marketing Science, Master, ASPO 01.04.2016</u> , semester 1, mandatory course MAMSc-130 (P420-0559) <u>Marketing Science, Master, SO 01.04.2025</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Frank Hälsig</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Frank Hälsig</u>  [updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> After successfully completing this module students will:</p> <ul style="list-style-type: none"> <li>- be familiar with the different scientific theories and be able to apply and evaluate them with regard to CRM.</li> <li>- be able to reconstruct the customer lifecycle and classify customers or customer groups according to their value to a company.</li> <li>- be able to operationalize customer satisfaction and analyze it in the business context.</li> <li>- be able to develop target group-specific marketing campaigns for different industries and evaluate them with regard to their target achievement.</li> <li>- be able to evaluate success using common measurement approaches</li> <li>- be familiar with the most common CRM tools and software systems and be able to use them.</li> </ul> <p>[updated 20.11.2019]</p>
<p><b>Module content:</b></p>

1. Basics: importance, development, understanding & applications
2. Theoretical principles: overview of different explanatory approaches and their contributions
3. Conception and operationalization: life cycle concept, success chain & management processes
4. Analysis phase: situation analysis, target planning and customer segmentation
5. Strategic orientation: phase & business area-related decision options
6. Operational deployment: instruments for relationship management and support
7. Implementation: IT systems and current software solutions, corporate structures and culture
8. Controlling and measurement approaches: approaches and requirements for pre- & economic impact monitoring
9. Institutional particularities: approaches in different industries
10. Future perspectives and limits of CRM

[updated 20.11.2019]

**Teaching methods/Media:**

Lecture with exercises and case studies.

[updated 20.11.2019]

**Recommended or required reading:**

Bruhn, M.: Relationship Marketing: Das Management von Kundenbeziehungen, (latest edition), München.

Bruhn, M., Homburg, Ch.: Handbuch Kundenbindungsmanagement \_ Strategien und Instrumente für ein erfolgreiches CRM, (latest edition), Wiesbaden.

Helmke, S., Uebel, M.F., Dangelmaier, W. (Hrsg.): Effektives Customer Relationship Management \_ Instrumente, Einführungskonzepte, Organisation, (latest edition), Wiesbaden.

Hippner, H., Wilde, K. D. (Hrsg.): Grundlagen des CRM \_ Konzepte und Gestaltung, (latest edition), Wiesbaden.

Homburg, Ch. (Hrsg.): Kundenzufriedenheit - Konzepte, Methoden, Erfahrungen, latest edition, Wiesbaden.

Homburg, Ch., Fürst, A. (2005): How complaint handling drives customer loyalty: an analysis of the mechanistic and the organic approach, Journal of Marketing, 69, 3, 95-114.

Homburg, Ch., Schäfer, H., Schneider, S.: Sales Excellence: Vertriebsmanagement mit System, latest edition, Wiesbaden.

Stauss, B., Seidel, W. (latest edition): Complaint Management: The Heart of CRM, Exeter, UK.

[updated 20.11.2019]

## Earnings Management and Analysis of Financial Statements

**Module name (EN):** Earnings Management and Analysis of Financial Statements

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MARPF-120

**Hours per semester week / Teaching method:**

4V (4 hours per week)

<p><b>ECTS credits:</b> 6</p>
<p><b>Semester:</b> 1</p>
<p><b>Mandatory course:</b> no</p>
<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Written exam and composition with presentation (60 minutes / Weighting 1:1 / Can be repeated semesterly)  [updated 05.12.2019]</p>
<p><b>Applicability / Curricular relevance:</b>  DFMM-MARPF-120 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MRPF-220 (P420-0315, P420-0316) <u>Accounting and Finance, Master, ASPO 01.10.2012</u> , semester 2, mandatory course MARPF-120 (P420-0315, P420-0317, P420-0585) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 1, mandatory course MARPF-120 (P420-0315, P420-0317, P420-0585) <u>Accounting and Finance, Master, SO 01.04.2025</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Günter Pochmann</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Günter Pochmann</u>  [updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> After successfully completing this course, students will understand the main accounting policy instruments and methods in a financial report according to IFRS. Students will be able to analyze financial statements in accordance with IFRS in terms of their financial position and performance and, by analyzing the notes to the financial statements, gain an understanding of a company's accounting policies.  [updated 05.12.2019]</p>

**Module content:**

Accounting policy (lecture component):

- Goals, instruments and methods
- Facts and figures of the case
- Class presentation: Class presentations will be based on selected IFRS valuation questions; it is important that students establish the relationship to the associated financial statement policy options in their presentations.

Statement analysis (lecture and tutorial components)

- Key figures and key figure systems for financial and performance analysis
- Interperiod comparisons and intercompany comparisons
- Analyzing annex information
- Case study

[updated 05.12.2019]

**Teaching methods/Media:**

Lecture, tutorial, class presentations

[updated 05.12.2019]

**Recommended or required reading:**

[still undocumented]

## Event Management

**Module name (EN):** Event Management

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MFSTM-W-25

**Hours per semester week / Teaching method:**

-

**ECTS credits:**

6

**Semester:** 1

**Mandatory course:** no

**Language of instruction:**

German

**Assessment:**

Project work

[updated 20.01.2020]

**Applicability / Curricular relevance:**

DFMM-MFSTM-W-25 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course, general subject  
MFSTM-W-25 (P440-0112, P620-0586) Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017 , optional course, general subject

**Workload:**

The total student study time for this course is 180 hours.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Ralf Rockenbauch

**Lecturer:** Prof. Dr. Ralf Rockenbauch

[updated 17.08.2020]

**Learning outcomes:**

[still undocumented]

**Module content:**

[still undocumented]

**Recommended or required reading:**

[still undocumented]

## **Finances (Corporate Finance, Financial Risk Management)**

**Module name (EN):** Finances (Corporate Finance, Financial Risk Management)

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MARPF-220

**Hours per semester week / Teaching method:**

4V (4 hours per week)

**ECTS credits:**

6

<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 05.12.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MARPF-220 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MARPF-220 (P620-0126) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Matthias Gröhl</u>
<b>Lecturer:</b> <u>Prof. Dr. Matthias Gröhl</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> Corporate Finance:  After successfully completing this module, students will be able to establish the link between financial management objectives and a company's position on the capital markets based on their knowledge of corporate finance and investment. They will understand the basic shareholder value concept and the associated value drivers of a company. In addition, they will be able to determine the financial situation of a company looking at the annual financial statements and assess it based on key figures. Students will be able to prepare their own cash flow statements and develop a company's financial and liquidity planning. In doing so, they will be able to distinguish between long-term and short-term financial planning. They will also be able to explain and differentiate the theoretical models for determining risk and return. In particular, they will have learned the concept of the portfolio theory and the resulting model for determining equity capital costs (CAPM). Students will be able to model and explain the theories on optimal capital structure and dividend policy. Finally, students will be able to explain the basic valuation procedures and apply them to given cases, as well as assess their benefits.

## Financial Risk Management:

After successfully completing this module, students will be able to interpret the general concept of risk and distinguish it from the concept of financial risk. In addition, they will be able to map the risk management process.

Students will be able to:

- present and evaluate the different types of stock options and assess their applicability,
- describe and evaluate interest rate futures (long and short) and assess their applicability,
- describe FX forwards with regard to the essential influencing factors and calculate them in real cases,
- 
- explain interest rate swaps and currency swaps with regard to their structure and areas of application, and calculate them in specific cases,
- 
- explain interest rate limit contracts with regard to their structure and areas of application, and calculate them in specific cases.

Corporate Finance:

[updated 05.12.2019]

## Module content:

### A. Introduction

- 1) What is CF?
- 2) Financial decision criteria
- 3) Investment analysis summary

### B. Financial analysis and \_planning

- 1) Preliminary remarks
- 2) Annual financial statement
- 3) Company analysis
- 4) Financial planning

### C. Risk and return

- 1) Preliminary remarks
- 2) Modern portfolio theory
- 3) The "Capital Asset Pricing" model
- 4) The Arbitrage Pricing Theory
- 5) Debt policy?

### D. Business valuation

- 1) Preliminary remarks
- 2) Overview of valuation methods
- 3) Ertragswertmethode (German income approach)
- 4) DCF method (Discounted Cash Flow)
- 5) Case study

## Financial Risk Management

### Chapter 1: Introduction

- 1.1 Risk and opportunity
- 1.2 Types of risks
- 1.3 Risk measurement
- 1.4 Risk management
- 1.5 Managing financial risks

Chapter 2: Option trading  
Chapter 3: Forwards  
Chapter 4: Currency management  
Chapter 5: Swap transactions

Chapter 6: Interest rate limit contracts  
6.1 Basics  
6.2 Cap  
6.3 Floor  
6.4 Collar  
6.5 Forward Rate Agreement

[updated 05.12.2019]

**Teaching methods/Media:**

Lecture and exercises

[updated 05.12.2019]

**Recommended or required reading:**

Corporate Finance:

Berens, W.: Due Diligence bei Unternehmensakquisitionen, latest edition, Stuttgart.  
Brealey, R. A./Myers, S. C.: Principles of Corporate Finance, latest edition, New York.  
Bruner, R. F./Eades, K. M./Schill, M. J.: Case Studies in Finance: Managing for Corporate Value Creation, latest edition, Boston.  
Damodaran, A.: Applied Corporate Finance, latest edition, Hoboken.  
Ernst, D.: Applied International Corporate Finance, latest edition, München.  
Hommel, M./Dehmel, I.: Unternehmensbewertung Case by Case, latest edition, Frankfurt.  
Müller-Stewens, G./Kunisch, S./Binder, A.: Mergers & Acquisitions: Analysen, Trends und Best Practices, Stuttgart 2010.  
Ross, S. A./Westerfield, R./Jaffe, J., Modern Financial Management, latest edition, Boston.

Financial Risk Management:

Albrecht, P. / Maurer, R.: Investment- und Risikomanagement, latest edition, Schaeffer-Poeschel, Stuttgart.  
Allen, S: Financial Risk Management, John Wiley & Sons, latest edition, New Jersey.  
Bloss, M. / Ernst, D.: Derivate, latest edition, München und Wien.  
Bösch, M.: Derivate, München 2011.  
Eilenberger, G.: Währungsrisiken, Währungsmanagement und Devisenkurssicherung von Unternehmen, latest edition, Frankfurt a.M..  
Eller, R. (Hrsg.): Handbuch derivativer Instrumente, latest edition, Stuttgart.  
Geyer, C. / Uttner, V.: Praxishandbuch Börsentermingeschäfte, latest edition, Wiesbaden.  
Heidorn, T.: Finanzmathematik in der Bankpraxis, latest edition, Wiesbaden.  
Hull, J. C.: Options, Futures and other Derivatives, latest edition, New Jersey.  
Uszczapowski, I. / Müller, H.G.: Optionen und Futures verstehen, latest edition, München.

[updated 05.12.2019]

# Financial Auditing and Taxation Law

<b>Module name (EN):</b> Financial Auditing and Taxation Law
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MARPF-210
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 05.12.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MARPF-210 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MRPF-310 (P420-0318) <u>Accounting and Finance, Master, ASPO 01.10.2012</u> , semester 3, mandatory course MARPF-210 (P420-0318, P420-0322, P420-0327, P620-0122) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Jochen Pilhofer</u>
<b>Lecturer:</b> <u>Prof. Dr. Jochen Pilhofer</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> Submodule _Financial Auditing_:

After successfully completing this module, students will:

- be familiar with the most important national statutory requirements for auditing and can apply them to practice-related issues;
- have a solid understanding of, and be qualified to participate in, an annual audit;
  
- be able to apply their knowledge to practical questions, e.g. in the form of exercises and case studies.

Submodule *\_Taxation Law\_*:

After successfully completing this module, students will:

- be able to explain the basics of international tax law and VAT law and apply them to a variety of practice-oriented problems;
- be able to evaluate the influence of international tax law or VAT law on business operations;
  
- be familiar with the essential conceptual and substantive features of German VAT law and, within this context, also have an in-depth command of international VAT law.
- be able to apply their knowledge to practical questions, e.g. in the form of exercises and case studies.

Submodule *\_Financial Auditing\_*:

*[updated 05.12.2019]*

**Module content:**

- Functions and national statutory requirements of the annual audit
- Annual audits in accordance with national regulations (including audit strategy and audit planning, audit performance, audit report, audit opinion, etc.)
- Auditing selected balance sheet items
  
- Current topics and problems regarding annual audits (*\_hot topics\_*)

Submodule *\_Taxation Law\_*:

- VAT law
  - o VAT system
  - o Taxable turnover
  - o Place of taxable transactions
  - o Tax exemptions
  - o Tax base and tax rates
  - o Input tax deduction
  - o Tax calculation and taxation procedures
  
- International tax law
  - o Concept, content, meaning and legal origins of international tax law
  - o Connecting factors between German foreign tax law and income and corporation tax
  
  - o The problem of international double taxation

- o Ways to avoid or reduce double taxation through unilateral and bilateral measures
- o Overview of how the international business activities of domestic companies abroad (outbound) and of foreign companies in Germany (inbound) are taxed

Lecture and tutorial

[updated 05.12.2019]

**Recommended or required reading:**

Recommended reading:

Submodule *\_Annual Audits\_* (always the latest edition):

- Brösel/Freichel/Toll/Buchner: wirtschaftliches Prüfungswesen, München
- Schildbach/Stobbe/Brösel: Der handelsrechtliche Jahresabschluss, Sternenfels

Submodule *\_Tax Law\_* (always the latest edition):

- Brähler: Internationales Steuerrecht, Wiesbaden
- Freichel/Brähler/Lösel/Krenzin: Ertragsteuern, München
- Kußmaul, Heinz: Betriebswirtschaftliche Steuerlehre, Oldenbourg Verlag
- Hauptmann/Mücke: Umsatzsteuer/Mehrwertsteuer leicht gemacht, Berlin
- Meissner/Neeser: Umsatzsteuer (Grundkurs des Steuerrechts), Stuttgart

[updated 05.12.2019]

## Financial Management

<b>Module name (EN):</b> Financial Management
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAIM-231
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)
[updated 30.01.2020]
<b>Applicability / Curricular relevance:</b>

DFMM-MAIM-231 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course  
MAIM-231 (P420-0264) International Management, Master, ASPO 01.10.2012 , semester 2, mandatory course  
MAIM-231 (P420-0264) International Management, Master, ASPO 01.10.2016 , semester 2, mandatory course  
MAIM-231 (P420-0264) International Management, Master, ASPO 01.10.2020 , semester 2, mandatory course  
WIMAScWPF-W10 (P450-0223) Industrial Engineering, Master, ASPO 01.10.2014 , semester 3, optional course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Matthias Gröhl

**Lecturer:** Prof. Dr. Matthias Gröhl

[updated 17.08.2020]

**Learning outcomes:**

Corporate Finance:

Sustainable and value-oriented corporate management and business valuation achieves a special level of importance, especially in the age of digitalization and globally exposed competition. Gaining the respective competences in this Master's degree programme in its broad outlines is the overarching goal for the students of this course.

Prices traded on the financial markets, young companies valued by investors up to global corporations must withstand holistically approached valuations in order to forecast future developments and business values in a sustainable way or to assess entire strategies in a meaningful way. Traditional valuation measures, however, are now subject to a half-life in this respect. Handbooks and manuals can only help to a limited extent in the valuation of rapidly developing technologies and new conditions on the markets, as risks and opportunities have to be determined in a new way.

Students therefore learn to analyze (digital) business models and strategies holistically in order to derive assessments and business analysis estimates based on them. This goes beyond getting to know and implementing key well-known concepts of company valuation. Relevant keywords of this teaching unit: e.g. Financial and Business Analysis, Capital Market Theories, CAPM, FCF, Beta Factor, Startup Evaluations and Evaluation of New Technologies and Innovations.

Building on the knowledge of corporate finance and investment, this course enables students to evaluate real and current examples in order to form the link between the objectives of strategic (financial) management, e.g. from the perspective of the Board of Directors of a company, as well as the position of a company on the capital markets, or by investors' perception.

In addition, students are able to develop key components of a company's business plan (including financial and liquidity planning) and, based on this, make recommendations for decision makers, and corporate value preservation or increase.

Financial Risk Management:

After successfully completing this module, students will be able to interpret the general concept of risk and distinguish it from the concept of financial risk. In addition, they will be able to map the risk management process.

Students will be able to:

- present and evaluate the different types of stock options and assess their applicability,
- describe and evaluate interest rate futures (long and short) and assess their applicability,
- describe FX forwards with regard to the essential influencing factors and calculate them in real cases,
- explain interest rate swaps and currency swaps with regard to their structure and areas of application, and calculate them in specific cases,
- explain interest rate limit contracts with regard to their structure and areas of application, and calculate them in specific cases.

[updated 09.03.2020]

**Module content:**

Corporate Finance:

- 1 Basics of Corporate Finance
- 2 Digitalization and new business models
- 3 Price versus business valuation
- 4 Basics of business valuation methods
- 5 Case studies and project team work

Financial Risk Management

- 1 Fundamentals of Financial Risk Management
- 2 Options
- 3 Futures
- 4 Currency Exchange Hedging
- 5 Swap Agreements
- 6 Interest Rate Agreements

[updated 09.03.2020]

**Teaching methods/Media:**

Corporate Finance:

- Real case(s) (studies) (project based team work and cooperation with companies)
- Exercises, research and analysis work prepared by sub-teams

Financial Risk Management:

Lecture with case studies, exercises and research work.

[updated 09.03.2020]

**Recommended or required reading:**

Corporate Finance:

- Current business and company information (depends on current project or case studies)
- Most recent case studies and statistics
- Most recent relevant papers

Handbooks:

- Berens, W.: Due Diligence bei Unternehmensakquisitionen, akt. Aufl., Stuttgart.
- Brealey, R. A./Myers, S. C.: Principles of corporate finance, akt. Aufl., New York.
- Bruner, R. F./Eades, K. M./Schill, M. J.: Case studies in finance: managing for corporate value creation, akt. Aufl., Boston.
- Damodaran, A., Corporate Finance: Theory and Practice, akt. Aufl., Hoboken/New Jersey.
- Damodaran, A., Valuation: Security Analysis for Investment and Corporate Finance, akt. Aufl.,

Hoboken/New Jersey.

Damodaran, A.: Applied corporate finance, akt. Aufl., Hoboken/New Jersey.

Ernst, D.: Applied international corporate finance, akt. Aufl., München.

Fernandez, P., Valuation Methods and Shareholder Value Creation, akt. Aufl., (Academic Press).

Gardner, C., The Valuation of Information Technology: A Guide for Strategy Development, Valuation, and Financial Planning (Financial Management Book 2), akt. Aufl., Hoboken/New Jersey.

Hommel, M./Dehmel, I.: Unternehmensbewertung case by case, akt. Aufl., Frankfurt.

Müller-Stewens, G./Kunisch, S./Binder, A.: Mergers & Acquisitions: Analysen, Trends und Best Practices, Stuttgart 2010.

Poland, S., Founder s Pocket Guide: Startup Valuation, akt. Aufl.

Ross, S. A./Westerfield, R./Jaffe, J., Modern Financial Management, akt. Aufl., Boston.

Financial Risk Management:

Albrecht, P. / Maurer, R.: Investment- und Risikomanagement, latest edition, Schaeffer-Poeschel, Stuttgart.

Allen, S: Financial Risk Management, John Wiley & Sons, latest edition, New Jersey.

Bloss, M. / Ernst, D.: Derivate, latest edition, München und Wien.

Bösch, M.: Derivate, München 2011.

Eilenberger, G.: Währungsrisiken, Währungsmanagement und Devisenkurssicherung von Unternehmungen, latest edition, Frankfurt a.M..

Eller, R.(Hrsg.): Handbuch derivativer Instrumente, latest edition, Stuttgart.

Geyer, C. / Uttner, V.: Praxishandbuch Börsentermingeschäfte, latest edition, Wiesbaden.

Heidorn, T.: Finanzmathematik in der Bankpraxis, latest edition, Wiesbaden.

Hull, J. C.: Options, Futures and other Derivatives, latest edition, New Jersey.

Kruse, S.: Aktien-, Zins- und Währungsderivate, latest edition, Springer Gabler, Wiesbaden.

Starobom, H.: Corporate Finance Teil 1: Grundlagen, Zins- und Währungsmanagement, latest edition, Springer Gabler, Wiesbaden.

Uszczapowski, I. / Müller, H.G.: Optionen und Futures verstehen, latest edition, München.

[updated 09.03.2020]

## French 2

<b>Module name (EN): French 2</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-222
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 2
<b>Mandatory course:</b> no
<b>Language of instruction:</b> French

**Assessment:**

Written exam, 90 min.

[updated 29.04.2024]

**Applicability / Curricular relevance:**

DFMM-222 (P620-0135) Management Sciences, Master, ASPO 01.10.2018 , semester 2, optional course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.

The total student study time is 90 hours (equivalent to 3 ECTS credits).

There are therefore 45 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:****Module coordinator:**

Prof. Dr. Thomas Tinnefeld

**Lecturer:**

Dozierende des Studiengangs

[updated 28.04.2025]

**Learning outcomes:**

After successfully completing this module, students - at C1+ level of the Common European Framework of Reference - will:

- be able to reliably apply their specialist knowledge of the French language in an international management context,
  - be able to understand more complex texts, such as scientific articles or technical literature, in French in detail and analyze them adequately,
  - be able to use the relevant specialist terminology from the subject area in French in a form relevant to communication,
- and competently develop communication strategies for demanding professional situations in international management and apply them accordingly,
- be able to give academic presentations in French and conduct academic discussions in the foreign language while competently representing their points of view,
  - be able to negotiate in French without any problems and communicate in the same way in general, and write complex written reports in French in an appropriate form.
  - be able to reliably recognize and reflect on cultural differences and peculiarities in international management between French-speaking countries,
  - have perfected their intercultural communication skills in the context of international management.

[updated 29.04.2024]

**Module content:**

Listening comprehension, reading comprehension, speaking, writing (work-related writing)

In addition, for example: Professional problem solving strategies (national and international)

Presentations (work-related topics)

Grammar

Vocabulary (focus on technical terms)  
Problem solving strategies for professional situations  
International negotiation strategies

[updated 29.04.2024]

**Teaching methods/Media:**

Interactive course system complemented by free forms of work (role playing, group work, Internet research) and using multimedia equipment (language laboratory and PC), simulations of professional situations (e.g. job interviews, international negotiations).

[updated 29.04.2024]

**Recommended or required reading:**

(Details will be discussed in class)

Materials for listening comprehension (audio and/or video), preferably with a specialist focus; texts from newspapers and (specialist) journals (preferably with reference to international management; possibly, in cooperation with colleagues, thematically parallel to specialist lectures); multimedia programs in French business; case studies on general economic or business-related problems.

[updated 29.04.2024]

## French I

<b>Module name (EN): French I</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-122
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> French
<b>Assessment:</b> Written exam, 90 min. (50%) and tests over the course of the semester (50%) (can be repeated semesterly)  [updated 30.04.2025]
<b>Applicability / Curricular relevance:</b>

DFMM-122 (P620-0115) Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.

The total student study time is 90 hours (equivalent to 3 ECTS credits).

There are therefore 45 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Thomas Tinnefeld

**Lecturer:**

Dozierende des Studiengangs

*[updated 28.04.2025]*

**Learning outcomes:**

After successfully completing this module, students - at C1 level of the Common European Framework of Reference - will:

- be able to apply their specialist knowledge of the French language in an international management context,
- be able to understand more complex texts, such as scientific articles or technical literature, in French in detail and analyze them adequately to the greatest extent,
- be able to use the relevant specialist terminology from their field in French as far as possible in a way that is relevant to communication,
- have developed competent communication strategies for demanding professional situations in international management and be able to apply them accordingly,
- be able to give presentations at a high level in French and hold discussions in the foreign language, as well as present their points of view convincingly,
- be able to negotiate in French without any problems and communicate in the same way in general,
- be able to write complex written reports in French in a largely appropriate form,
- be able to recognize and reflect on cultural differences and peculiarities in international management between French-speaking countries,
- have developed their intercultural communication skills in the context of international management.

*[updated 29.04.2024]*

**Module content:**

Listening comprehension, reading comprehension, speaking, writing (work-related writing)

In addition, for example.: presentations (work-related topics)

Grammar

Vocabulary (general and/or technical)

Problem solving strategies for professional situations

International negotiation strategies

*[updated 29.04.2024]*

**Teaching methods/Media:**

Interactive course system complemented by free forms of work (role playing, group work, Internet research)

and using multimedia equipment (language laboratory and PC), simulations of professional situations (e.g. international negotiations).

[updated 29.04.2024]

**Recommended or required reading:**

(Details will be discussed in class)

Listening comprehension materials (audio and/or video);

Texts from newspapers and (specialist) journals, exercises and texts from various business French textbooks: about one or more subject areas

Multimedia programs pertaining to the French economy

Additional teaching materials related to general and/or technical vocabulary and grammar

[updated 29.04.2024]

## German 1

<b>Module name (EN): German 1</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-121
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam, 90 min. (50%) and tests over the course of the semester (50%) (can be repeated semesterly)  [updated 13.05.2025]
<b>Applicability / Curricular relevance:</b>  DFMM-121 (P620-0113) <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 45 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

DFMM-221 German 2

[updated 28.04.2025]

**Module coordinator:**

Dr. Julia Frisch

**Lecturer:**

Dozierende des Studiengangs

[updated 28.04.2025]

**Learning outcomes:**

The module is based on level C1 of the CEFR.

After successfully completing this module, students will:

- be able to understand the content of longer, demanding texts on current topics as well as (economic) (specialized) lectures within and outside their field of study and grasp implicit meanings.

- have acquired the productive and receptive language skills required for communication in their studies and everyday life.

- be able to express themselves in a clear, structured and logically comprehensible manner on current topics from science and society, write a comprehensive written paper on topics from their field of interest or specialization and give a comprehensible lecture/presentation.

- be able to apply the central rules of grammar at C1 level.

- will be able to implement strategies for autonomous learning in order to make their own learning process more effective and improve their own learning ability.

[updated 13.05.2025]

**Module content:**

In this module, students will develop their knowledge of German as a foreign language at an advanced written language level, taking into account subject-related and intercultural aspects.

Based on reading, audio and video examples on current topics of general social and subject-specific interest and with the help of selected exercises on vocabulary and grammar, students will learn strategies that will enable them to communicate confidently and fluently in the resp. foreign language.

Students will:

- become familiar with different types of texts and writing styles

- practice analyzing, summarizing and critically commenting on complex issues

- acquire the ability to explain points of view in writing and orally

- acquire the ability to grasp nuances of meaning and to deepen their accuracy of expression

- learn selected grammatical structures such as prepositional phrases, participial constructions, noun-verb-conjunctions, passive and passive substitutes, nominalization-verbalization, connectors, modal particles and genitive attributes.

[updated 13.05.2025]

**Teaching methods/Media:**

The learning content is developed in a communicative and action-oriented manner with targeted listening, reading and speaking exercises in individual, partner and group work.

Students will review and deepen selected aspects of grammar in self-study with given (online) materials (on Moodle).

Multimedia-supported teaching and learning material, also online

[updated 13.05.2025]

**Recommended or required reading:**

Recommended literature and working materials will be announced and made available during the course.

[updated 13.05.2025]

## German 2

<b>Module name (EN): German 2</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-221
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 2
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam, 90 min. (50%) and tests over the course of the semester (50%) (can be repeated semesterly)  [updated 13.05.2025]
<b>Applicability / Curricular relevance:</b>  DFMM-221 (P620-0133) <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 2, optional course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 45 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

DFMM-121 German 1

[updated 28.04.2025]

**Recommended as prerequisite for:****Module coordinator:**

Dr. Julia Frisch

**Lecturer:**

Dozierende des Studiengangs

[updated 28.04.2025]

**Learning outcomes:**

The module is based on level C1 of the CEFR.

After successfully completing this module, students will:

be able to understand the content of demanding, longer texts on current topics as well as (economic) (specialized) lectures within and outside their field of study and grasp implicit meanings.

have acquired the productive and receptive language skills required for communication in their studies and everyday life.

be able to express themselves in a clear, structured and logically comprehensible manner on current topics from science and society, write a comprehensive written paper on topics from their field of interest or specialization and give a comprehensible lecture/presentation.

be able to apply the central rules of grammar at C1 level.

be able to implement strategies for autonomous learning in order to make their own learning process more effective and improve their own learning ability.

[updated 13.05.2025]

**Module content:**

In this module, students will develop their knowledge of German as a foreign language at an advanced written language level, taking into account subject-related and intercultural aspects.

Based on reading, audio and video examples of current topics of general and subject-specific interest, as well as with the help of selected exercises on vocabulary and grammar, students will review and deepen the strategies that enable them to communicate confidently and fluently in the foreign language.

After successfully completing this module, students will:

be able to review and deepen their knowledge of different types of texts and writing styles.

have expanded their ability to analyze, summarize and critically comment on complex issues, to grasp nuances of meaning and to deepen the accuracy of expression.

have improved their knowledge of selected grammatical structures.

[updated 13.05.2025]

**Teaching methods/Media:**

The learning content is developed in a communicative and action-oriented manner with targeted

listening, reading and speaking exercises in individual, partner and group work.

Students will review and deepen selected aspects of grammar in self-study with given (online) materials (on Moodle).

Multimedia-supported teaching and learning material, also online

[updated 13.05.2025]

**Recommended or required reading:**

Recommended literature and working materials will be announced and made available during the course.

[updated 13.05.2025]

## International Accounting and Taxation

<b>Module name (EN): International Accounting and Taxation</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAIM-122
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 30.01.2020]
<b>Applicability / Curricular relevance:</b>  DFMM-MAIM-122 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAIM-122 (P420-0273, P620-0121) <u>International Management, Master, ASPO 01.10.2016</u> , semester 1, mandatory course MAIM-122 (P420-0273, P620-0121) <u>International Management, Master, ASPO 01.10.2020</u> , semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:****Module coordinator:**

Prof. Dr. Jochen Pilhofer

**Lecturer:** Prof. Dr. Jochen Pilhofer

[updated 17.08.2020]

**Learning outcomes:**

Sub-module IFRS :

Students will be able to:

- describe, summarize and interpret the conceptual and institutional basics of International Financial Reporting Standards (IFRS)
- analyze and reflect accounting principles according to International Financial Reporting Standards (IFRS) with respect to selected (complex) accounting topics (for example, intangible assets, deferred taxes, accruals, leasing, revenue recognition, financial instruments, impairment testing etc.) and summarize the differences compared to national accounting law
- illustrate accounting options, accounting estimates and accounting judgments based on practical case studies

Sub-module "International Taxation":

At the end of the course, students should be able to,

- to define the term "taxes", to distinguish between different types of taxes and to know the most important terms of taxation
- reproduce the seven types of income with their special features,
- to show differences in the income taxation of partnerships and corporations and to calculate a comparison of tax burdens,
- reproduce characteristics and essence of corporate tax,
- to reflect the characteristics and essence of the trade tax and calculate the trade tax,
- to deal with the basic features of value added tax,
- applying the principles of international tax law to a variety of problems.

[updated 14.01.2020]

**Module content:**

Sub-module IFRS :

I Introduction to International Financial Reporting Standards

1. Objectives, Definition and Requirements of Financial Statements
2. Financial Accounting versus Business Reporting
3. History of the IASB
4. EU Regulation 1606/2002
5. EU Endorsement Process

II Reflection of selected accounting topics based on practical case studies

1. Property, Plant and Equipment
2. Intangibles
3. Leasing
4. Inventories

5. Liabilities, Provisions and Contingent Liabilities
  6. Financial Instruments
  7. Deferred Taxes
  8. Revenue Recognition
  9. Impairment of Assets
- III Outlook

Sub-module "International Taxation":

1. General Taxation
2. Income Tax
3. Corporate Tax
4. Trade Tax
5. VAT (Value Added Tax)
6. International Tax Law

[updated 14.01.2020]

**Teaching methods/Media:**

The course combines lectures, case studies, group and individual work and requires a large amount of student participation

[updated 05.03.2020]

**Recommended or required reading:**

Sub-module IFRS :

Christian/Lüdenbach: IFRS Essentials, current edition.

Coenberg et al.: Jahresabschluss und Jahresabschlussanalyse, Landsberg/Lech, current edition.

Pellens et al.: Internationale Rechnungslegung, Stuttgart, current edition.

Zülch/Hendler: Bilanzierung nach International Financial Reporting Standards, Weinheim, current edition.

Sub-module "International Taxation":

Djanani, C. et al.: German Income Tax, Frankfurt am Main, current edition

[updated 14.01.2020]

## International Buyer Behavior

**Module name (EN): International Buyer Behavior**

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MAMS-210

**Hours per semester week / Teaching method:**

4F (4 hours per week)

**ECTS credits:**

6

<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (90 minutes / can be repeated semesterly) and term paper with presentation (can be repeated annually)  [updated 20.11.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MAMS-210 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAMS-210 (P420-0011, P420-0012, P620-0128) <u>Marketing Science, Master, ASPO 01.04.2016</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Tatjana König</u>
<b>Lecturer:</b> <u>Prof. Dr. Tatjana König</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> After successfully completing this module students will: <ul style="list-style-type: none"> <li>– be able to evaluate different cultural studies with regard to their theoretical foundation, empirical basis, as well as their implementation relevance for an internationally active company.</li> <li>– be able to present the influencing factors on purchasing behavior in a structured form and transfer them to an international context.</li> <li>– be able to evaluate the approaches to market segmentation (national and international) based on the corresponding evaluation criteria and explain the dilemma of market segmentation.</li> <li>– be able to adapt the design parameters in marketing to an international context.</li> </ul> [updated 20.11.2019]

**Module content:**

- Cultural studies and cultural differences, as well as their manifestations in various markets
- Models and concepts of buyer behavior (significance, possibly measurement and influence on intercultural buying behavior)
- Strategies for tapping into new markets, as well as approaches to international market segmentation, significance and treatment of ethnic minorities.
- Effects of intercultural purchasing behavior on the design of international product, price, communication and sales policies.
- Situation/problem analysis and development of solutions in a concrete international business context  
Lecture mit case studies

[updated 20.11.2019]

**Recommended or required reading:**

- Backhaus, K., Voeth, M. (latest edition): Internationales Marketing, Stuttgart. - Freter, H. (latest edition): Markt- und Kundensegmentierung: Kundenorientierte Markterfassung und -bearbeitung, Stuttgart.
- Hofstede, G. (latest edition): Culture\_s Consequences, New York.
- Hofstede, G. (latest edition): Cultures and Organizations \_ Software of the Mind, New York.
- Hoyer, W.D., MacInnis, D.J. (latest edition): Consumer Behavior, Boston, New York.
- Kroeber-Riel, W., Groeppel-Klein, A. (latest edition): Konsumentenverhalten, München.
- Kutschker, M., Schmid, S. (latest edition): Internationales Management, München
- Müller, S., Gelbrich, K. (latest edition): Interkulturelles Marketing, München.
- Penaloza, L. N. (1989): Immigrant Consumer Acculturation, in: Advances in Consumer Research, 16, 110-118.
- Solomon, M. et al. (latest edition): Consumer Behavior: A European Perspective, Harlow u.a.
- Zentes, J., Swoboda, B., Schramm-Klein, H. (latest edition): Internationales Marketing, München.

[updated 20.11.2019]

## International Consolidated Financial Reporting

<b>Module name (EN): International Consolidated Financial Reporting</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MARPF-140
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1

<p><b>Mandatory course:</b> no</p>
<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 05.12.2019]</p>
<p><b>Applicability / Curricular relevance:</b>  DFMM-MARPF-140 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MRPF-240 (P420-0324) <u>Accounting and Finance, Master, ASPO 01.10.2012</u> , semester 2, mandatory course MARPF-140 (P420-0324, P420-0586) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 1, mandatory course MARPF-140 (P420-0324, P420-0586) <u>Accounting and Finance, Master, SO 01.04.2025</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Jochen Pilhofer</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Jochen Pilhofer</u>  [updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> After successfully completing this module, students will:</p> <ul style="list-style-type: none"> <li>- have a comprehensive understanding of the main features of consolidated accounting and, as a result, in-depth knowledge of consolidated accounting in an international accounting environment;</li> <li>- be able to independently prepare and analyze consolidated financial statements in accordance with International Financial Reporting Standards (IFRS);</li>   <li>- be familiar with the most important consolidation techniques and methods and be able to apply them to practical problems;</li>   <li>- be able to fully assess the scope for design and discretion in terms of balance sheet policy with regard to the net assets, financial position and operating results;</li>   <li>- be able to explain the differences to the corresponding provisions of German accounting law (HGB standards and supplementary DRS standards);</li> </ul>

- be able to apply their knowledge to practice-oriented questions, e.g. in the form of exercises and case studies.

I. Principles of consolidated accounting

[updated 05.12.2019]

**Module content:**

- a. Conceptual and legal foundations
  - b. Obligation to prepare consolidated financial statements
  - c. Differentiating the scope of consolidation
- II. Deferred taxes
- III. Preparatory measures prior to consolidation
- IV. Full consolidation
- a. Capital consolidation
  - b. Debt consolidation
  - c. Elimination of intercompany profit/loss
  - d. Expense and income consolidation
- V. Equity method/proportional consolidation method
- VI. (Other) components of a consolidated financial statement

[updated 05.12.2019]

**Teaching methods/Media:**

Lecture and tutorial

[updated 05.12.2019]

**Recommended or required reading:**

- Küting/Weber: Der Konzernabschluss, Stuttgart, latest edition.  
Baetge/Kirsch/Thiele: Konzernbilanzen, Düsseldorf, latest edition.  
Gräfer/Scheld: Grundzüge der Konzernrechnungslegung, Berlin, latest edition.  
Coenberg et al.: Jahresabschluss- und Jahresabschlussanalyse, Stuttgart, latest edition.  
Steiner/Orth/Schwarzmann: Konzernrechnungslegung nach HGB und IFRS, Stuttgart, latest edition.  
Hommel/Wüstemann: Konzernbilanzierung case by case, Heidelberg, latest edition.

[updated 05.12.2019]

## International Marketing

**Module name (EN): International Marketing**

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MAIM-212

**Hours per semester week / Teaching method:**  
4S (4 hours per week)

<p><b>ECTS credits:</b> 6</p>
<p><b>Semester:</b> 1</p>
<p><b>Mandatory course:</b> no</p>
<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Term paper with presentation (can be repeated annually)  [updated 30.01.2020]</p>
<p><b>Applicability / Curricular relevance:</b>  DFMM-MAIM-212 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAIM-212 (P420-0291) <u>International Management, Master, ASPO 01.10.2016</u> , semester 2, mandatory course MAIM-212 (P420-0291) <u>International Management, Master, ASPO 01.10.2020</u> , semester 2, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Frank Hälsig</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Frank Hälsig</u>  [updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> After successfully completing the course the students should be able to:  <ul style="list-style-type: none"> <li>Handle and discuss the scientific, as well as practice-oriented specialist literature on current international marketing topics</li> <li>Develop guidelines from selected marketing theories for practical use in a company</li> <li>Analyze marketing challenges in international organizations and present solutions to these in a structured manner</li> <li>under consideration of a data base</li> <li>Appreciate and evaluate the discussions and presentations of the other participants.</li> </ul>  [updated 05.03.2020]</p>

**Module content:**

Intensify knowledge about current marketing topics from, for example, the following areas:

Intercultural buyer behavior

Global marketing strategies (for example: international brand management, international marketing alliances)

Approaches and methods of international market segmentation

Country-/culture-specific differences in the fields of customer satisfaction management, customer retention management and complaint management

Potentials of marketing tools under consideration of cultural and economic differences.

[updated 05.03.2020]

**Teaching methods/Media:**

Lecture and group work with presentation of the results by the students

[updated 29.01.2020]

**Recommended or required reading:**

Bradley, Frank: International Marketing Strategy, current edition, (Prentice Hall) New York.

Cateora, Philip R. ; Gilly, Mary C. ; Graham, John L.: International marketing, current edition, (McGraw-Hill Irwin) Boston.

Hollensen, Sven: Global Marketing: A Decision-Oriented Approach, current edition, (Prentice Hall FIT) New York.

Keegan, Warren J.; Green, Mark: Global Marketing, current edition, (Pearson) Upper Saddle River.

Kotabe, Masaaki; Helsen, Kristiaan: Global Marketing Management, current edition, (Wiley) Hoboken.

Morschett, Dirk; Schramm-Klein, Hanna; Zentes, Joachim: Strategic International Management: Text and Cases, current edition, (Gabler) Wiesbaden

Zentes, Joachim; Morschett, Dirk; Schramm-Klein, Hanna: Strategic Retail Management: Text and International Cases, current edition, (Gabler) Wiesbaden

Zentes, Joachim; Swoboda, Bernhard; Schramm-Klein, Hanna: International Marketing, current edition, (Vahlen).

[updated 29.01.2020]

## International Strategic Management

**Module name (EN):** International Strategic Management

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MAIM-112

**Hours per semester week / Teaching method:**

4V (4 hours per week)

**ECTS credits:**

6

**Semester:** 1

**Mandatory course:** no

<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> written examination + term paper with presentation</p> <p><i>[updated 18.08.2016]</i></p>
<p><b>Applicability / Curricular relevance:</b></p> <p>DFMM-MAIM-112 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAIM-112 (P420-0297, P420-0298, P420-0442, P620-0127) <u>International Management, Master, ASPO 01.10.2016</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Stefanie Jensen</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Stefanie Jensen</u></p> <p><i>[updated 17.08.2020]</i></p>
<p><b>Learning outcomes:</b> After successfully completing this module the student should be able to</p> <ul style="list-style-type: none"> <li>Critically discuss the reasons and catalysts for international business activities and their consequences, as well as reflect upon this from an ethical-moral standpoint,</li> <li>Discuss selected internationalization theories and evaluate their usefulness,</li> <li>Discuss and explain the steps of the strategic international management process,</li> <li>Discuss the dimensions of internationalization strategies, use and evaluate them,</li> <li>Understand and reflect on the implementation of strategies as a methodological challenge and apply the most important methods of strategy implementation,</li> <li>Apply the methods learned to their own business idea in a transdisciplinary manner and create a business plan as an instrument of their own independently developed business idea,</li> <li>Present the developed business plan in a structured manner,</li> <li>In teams, intensify their knowledge about interaction, communication, motivation and moderation in team work and strengthen their empathy, communication, negotiation and argumentation skills.</li> </ul> <p><i>[updated 25.05.2016]</i></p>

**Module content:**

Understanding of corporate activities within an international framework  
 Internationalization theories  
 Dimensions and the process of strategic management in international resp. globalized companies  
 Strategy building (considerations), implementation and control techniques  
 Business planning/ business models  
 Project marketing and sales  
 Main features and content of a business plan  
 Risk management  
 Change management  
 Decision making  
 Project management as an enabler for strategy implementation

[updated 25.05.2016]

**Teaching methods/Media:**

Lecture with integrated tutorial, term paper, group work and case studies

[updated 25.05.2016]

**Recommended or required reading:**

Glowik, M: Market Entry Strategies : Internationalization Theories, Network Concepts and Cases of Asian Firms, Munich  
 Wheelen/Hunger (current edition), Strategic Management and Business Policy  
 Kutschker/Schmid (current edition), Internationales Management  
 Morschett/Schramm-Klein/Zentes (current edition), Strategic International Management  
 Osterwalder/Pigneur (current edition), Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.  
 Mintzberg/Quinn/Lampel/Goshal (current edition), The Strategy Process  
 DeThomas, Derammelaere (current edition): Writing a Convincing Business Plan,  
 Current expert articles in English-language business magazines, such as the Harvard Business Review

[updated 25.05.2016]

## International Tourism Management

<b>Module name (EN): International Tourism Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAIM-244
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no

<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Project</p> <p>[updated 18.08.2016]</p>
<p><b>Applicability / Curricular relevance:</b></p> <p>DFMM-MAIM-244 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAIM-244 (P420-0301) <u>International Management, Master, ASPO 01.10.2016</u> , semester 2, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Ralf Rockenbauch</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Ralf Rockenbauch</u></p> <p>[updated 17.08.2020]</p>
<p><b>Learning outcomes:</b></p> <p>The students develop, extend and intensify their know-how and methodological knowledge about:</p> <ul style="list-style-type: none"> <li>The sustainable management of international tourism companies (for example: goal and result orientation, ability to reduce complexity, mental flexibility, network thinking)</li> <li>The economic dimensions in tourism in particular, with regard to the developments and perspectives in international tourism management</li> <li>The approaches of modern consumerism theory in international tourism</li> <li>The theoretical understanding of conception, marketing (presentation) and implementation in sustainable international tourism</li> <li>The theoretical understanding about the specifics in marketing international tourist offers</li> <li>The organization of international tourism companies and their practical fields of activity</li> <li>The strategic planning and operational implementation of marketing tools in international tourism.</li> </ul> <p>The students</p> <ul style="list-style-type: none"> <li>get insight into the international tourism management of touristic organizations and can analyze and present process and structure organizational issues in organizations (organizational change; specifics of international tourism organizations)</li> </ul> <p>International and intercultural references</p> <ul style="list-style-type: none"> <li>Discussions about international companies and organizations in the tourism, sport, leisure and transport</li> </ul>

sector

Within the framework of examples from international organizations, as well as companies in the tourism, sport, leisure and transport sector

Introduction to the reality of the professional praxis of sustainable international tourism management

Practice-oriented references:

Management and policy concepts in the tourism, sport, leisure and transport sector

Business and economic methods in the tourism, sport, leisure and transport sector

Social competence

Projects, guest lectures, study trips (together with students from different semesters and courses of study)

In particular, management concepts and methods with a high relevancy for sustainable international management

in the tourism, sport, leisure and transport sectors.

The students will extend and deepen their abilities in using modern presentation techniques, in project and team work and in scientific work.

After successfully completing this module the students can

understand and analyze the service-oriented issues in and specifics of international tourism management and

represent them in planning models

apply planning and controlling methods to international tourism management ( the strategic planning of marketing tools, as well as the operational implementation within the framework of projects)

describe, develop, plan and design service-specific processes in international tourism management,

plan, implement and control service-oriented strategies and concepts in international tourism management

(process politics within the framework of the marketing mix in international tourism management)

cooperate and evaluate within the framework of project management (focusing / project definition, planning,

project structuring, prioritization/derivation of analyses, activity planning, execution and performance review)

use expert knowledge and methodological skills from process management to the establishment of control processes

communicate more efficiently (pyramid principle), as well as interaction with external guests and groups

use expert knowledge and methodological skills from the fields of motivation and teamwork

(improvement of

leadership competency, such as for example, initiative, the ability to work in a team, integration, delegation,

the ability to deal with conflicts, assertiveness, self-confidence, sense of responsibility and risk-bearing capacity)

[updated 02.06.2016]

### **Module content:**

International production and service management in tourism

Sustainable tourism management

Advanced knowledge in international tourism management

Sustainable bid management in international tourism companies

Conception, marketing (presentation) and realization of touristic offers in the international sector

Strategic planning and operational implementation of marketing tools in international tourism companies

Marketing-mix tools (product, pricing, communication, distribution and process policies) in a regional, national, international, as well as inter- and intra-modal context

Quality management in tourism (EFQM)

Balanced score card in tourism

Business planning in tourism  
Implementation controlling in tourism  
Bionics and modern consumerism theory in tourism

[updated 02.06.2016]

**Teaching methods/Media:**

Lecture  
Sailing Self-regulated learning  
Case studies ( possibly study trip)  
Role play  
Group and project work (develop concept independently, as well as present and possibly, implement it)  
Discussions with students and guests  
Presentations and creation of documentation/term paper

With selected data material and case studies the students will be guided towards the independent development of concepts, as well as their realization and reflection.

[updated 02.06.2016]

**Recommended or required reading:**

Baum, T. (u. a.) (Hrsg.), Saisonalität in tourism, current edition  
Bastian, H., Born, K. (Hrsg.), Der integrierte Touristikonzern, Oldenbourg, Munich, 2004  
Beniers, C.: Managerwissen kompakt: Interkulturelle Kommunikation, Munich 2004  
Bernet, B., Bieger, T., Finanzierung im Tourismus, Haupt, Bern, current edition  
Bieger, T., Tourismuslehre Ein Grundriss, Haupt, Bern u. a., current edition  
Bieger, T., Keller, P., (Hrsg.), Managing Change in Tourism: Creating Opportunities -  
Overcoming Obstacles, Berlin, current edition  
Bowdin, G., Allen, J., O'Toole, W., Harris, R., & Mc Donnell, I., Events Management, Great Britain:  
Elsevier, current edition  
Böventer, E. von, Ökonomische Theorie des Tourismus, Campus, Frankfurt, current edition.  
Breidenbach, R., Freizeitwirtschaft und Tourismus, current edition  
Brähmig, K., (2011), Ausschuss für Tourismus, Deutscher Bundestag, Stellungnahme  
Freizeitparks, [http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/  
anhoerung\\_freizeitparks/Stellungnahmen/Stellungnahme-Hahne.pdf](http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/anhoerung_freizeitparks/Stellungnahmen/Stellungnahme-Hahne.pdf)  
Buck, M., Conrady, R., (Hrsg.), Trends and Issues in Global Tourism 2007 ff, Springer, Heidelberg,  
2007 ff  
Cooper, C. (u. a.) (Hrsg.), Tourism development environmental and community issues, current  
edition  
Csikszentmihalyi, M.: Das Flow-Erlebnis. Stuttgart 1993  
Csikszentmihalyi, M./Jackson, S.A.: Flow im Sport. Munich 2000  
Deresky, Global Management, Strategic and Interpersonal, New Jersey  
Dettmer, H. (Hrsg.), Tourismus-Marketing-Management, Oldenbourg, Munich, 1999  
Dülfer, E.: International Management in Diverse Cultural Areas / Internationales Management  
in unterschiedlichen Kulturbereichen, Munich/Vienna 1999 (bilingual book!).  
Dowling, Michael: Gründungsmanagement. Springer, current edition  
FdSnow, Fachzeitschrift für den Skisport, Freunde des Skisports im Deutschen Skiverband  
Forsberg, K. et al., (2000), Visualizing Project Management, A model for business and technical  
success,  
Second Edition, John Wiley and Sons Inc.  
Freyer, W., Sport-Marketing: Modernes Marketing-Management für die Sportwirtschaft, Berlin,  
current edition  
Freyer, W., Tourismus-Marketing, Oldenbourg, Munich, current edition

- Freyer, W. (Hrsg.), *Tourismus: Einführung in die Fremdenverkehrsökonomie*, current edition.  
 Green Champions in Sport and Environment, Guide to environmentally-sound large sporting events,  
 German  
 Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, German Olympic  
 Sports Confederation, Berlin, 2007  
 Haedrich, G., Kaspar, C. u. a. (Hrsg.), *Tourismus-Management*, 3rd edition, de Gruyter, Berlin u. a.,  
 1998  
 Hasenstab, M.: *Interkulturelles Management*, Berlin 1999.  
 Hayes, N., *Saving Sailing*, Crickhollow, Milwaukee, 2009, How and more importantly why? A  
 provocative argument and action plan sure to appeal to sailors everywhere for the revival of  
 family sailing and quality uses of free time for rewarding intergenerational pastimes, lifelong hobbies,  
 and free-time pursuits.  
 Hobel, B. and Schütte, S. (2006), *Projektmanagement*, Wiesbaden, Betriebswirtschaftlicher Verlag  
 Gabler  
 Hofstede, G.; *Interkulturelle Zusammenarbeit. Kulturen - Organisationen - Management*, Wiesbaden  
 1993  
 Holloway, C., *The business of tourism*, 7th edition, Pearson Education, London, 2006  
 Hoye, R., *Sport management: principles and applications*, 2nd edition, Elsevier, Amsterdam u. a.,  
 2009  
 Hoyle, L., *Event marketing how to successfully promote events, festivals, conventions and  
 expositions*,  
 Wiley, New York, current edition  
 Hungenberg, H., *Problemlösung und Kommunikation*, Munich, current edition  
 Institut für Mobilitätsforschung (Hrsg.), *Erlebniswelten und Tourismus*, Springer, Berlin, 2004  
 Jones, M. (2010). *Sustainable Event Management - A Practical Guide*. London: Earthscan  
 Kaspar, C., *Die Tourismuslehre im Grundriss*, current edition  
 Kieser, A., Walgenbach, P., *Organisation*. current edition  
 Kotler, Ph., Bliemel, F.: *Marketing-Management*, Stuttgart current edition.  
 Kirstges, T., *Management von Tourismusunternehmen*, Oldenbourg, Munich, current edition  
 Kornmeier, M., *Wissenschaftstheorie und wissenschaftliches Arbeiten -  
 Eine Einführung für Wirtschaftswissenschaftler*, current edition  
 Kubr, Thomas, u.a: *Planen, gründen, wachsen*. Ueberreuter, 2002  
 Letzner, V., *Tourismusökonomie Volkswirtschaftliche Aspekte rund ums Reisen*, Oldenbourg,  
 Munich, 2010  
 Lidke, H. (2007), *Projektmanagement, Methoden, Techniken, Verhaltensweisen, Evolutionäres  
 Projektmanagement*, Munich: Carl Hanser Verlag, current edition  
 Meffert, H., Burmann, C., Kirchgeorg, M., *Marketing: Grundlagen marktorientierter  
 Unternehmensführung*,  
 Konzepte - Instrumente Praxisbeispiele, Wiesbaden, 2008  
 Meredith, J., (2012), *Project Management, A Managerial Approach*, John Wiley & Sons Inc., current  
 edition  
 Minto, B., *Das Pyramiden-Prinzip Logisches Denken und Formulieren*, Econ, Düsseldorf, 1993  
 (Urheberin und Ex-McKinsey)  
 Müller, H., *Qualitätsorientiertes Tourismus-Management*, Haupt, Bern, 2004  
 Mundt, J., *Einführung in den Tourismus*, current edition  
 Mundt, J., *Tourismuspolitik*, Wien, current edition  
 Nufer, G., Bühler, A., (Hrsg.), *Management und Marketing im Sport Betriebswirtschaftliche  
 Grundlagen  
 und Anwendungen der Sportökonomie*, Berlin, current edition for more see:  
<http://homepages.uni-tuebingen.de/gerd.nufer/index.html>  
 Nufer, G, *Event-Marketing und Management. Theorie und Praxis unter besonderer Berücksichtigung  
 von Imagewirkungen*, DUV, Wiesbaden, current edition  
 Neumann, P.: *Das Wagnis im Sport*. Schorndorf 1999  
 Opaschowski, H.W.: *Xtrem Der kalkulierte Wahnsinn*. Hamburg 2000  
 Opaschowski, H.W.: *Deutschland 2020. Wie wir morgen leben  
 Prognosen der Wissenschaft*. Wiesbaden 2006

Opaschowski, H.W.: Freizeitökonomie Marketing von Erlebniswelten. Opladen 1995  
 Opaschowski, H., Das gekaufte Paradies, Germa Press, Hamburg, current edition  
 Opaschowski, H., Tourismus, Leske und Budrich, Opladen, current edition  
 Page, S., Tourism Management, Oxford: Butterworth-Heinemann, current edition  
 Paxmann, Stephan; Fuchs, Gerhard: Der unternehmensinterne Businessplan - Neue

**Geschäftsmöglichkeiten**

entdecken, präsentieren, durchsetzen. Campus Verlag, 2005

Pompl, W., Lieb, M. (Hrsg.), Internationales Tourismus-Management, Vahlen, Munich, current edition  
 Pompl, W., Touristikmanagement 1, Springer, Heidelberg u. a., current edition  
 Pompl, W., Touristikmanagement 2, Springer, Heidelberg u. a., current edition  
 Raj, R., & Musgrave, J. (2009). Event Management and Sustainability. Oxfordshire: CAB

**International**

Robbins, Organizational Behavior, New Jersey  
 Rodrigues, C.; International Management: A Cultural Approach, Cincinnati (Ohio) current edition  
 Sahlmann, William: How to write a great Business Plan. Harvard Business Review July/August 1997

p.98-108

Sahlmann, William: Ihr Geschäftsplan muss Investoren überzeugen Harvard Business Manager 1998  
 Schawel, C. (2009), Top 100 Management Tools, Wiesbaden, GWV-Fachverlage, aktuellste Auflage  
 Schröder, A., Das Phänomen der Low Cost Carrier und deren Beeinflussung raum-zeitlicher Systeme

im

Tourismus, Materialien zur Fremdenverkehrsgeografie, Heft 68

Schugk, M.: Interkulturelle Kommunikation, Munich 2004.  
 Schulz et al.: Grundlagen des Tourismus. Lehrbuch in 5 Modulen, Munich, 2010  
 Schulz von Thun, F.; Miteinander reden 1-3, Reinbeck 2005 bzw. 2006  
 Schulze, G.: Die Erlebnisgesellschaft, Kultursoziologie der Gegenwart, Frankfurt 1995  
 Singler, Axel: Businessplan, Rudolf Haufe Verlag, Munich, current edition  
 Steinecke, A. (Hrsg.), Erlebnis- und Konsumwelten, Oldenbourg, Munich, 2000  
 Stutely, Richard: Der professionelle Businessplan - Ein Praxisleitfaden für Manager und  
 Unternehmensgründer. 2nd edition, Pearson Business, Munich 2007  
 Theisen, M.R., Wissenschaftliches Arbeiten, Verlag Vahlen, Munich, current edition  
 Vogt, G.; Erfolgreiche Rhetorik, Munich, Wien, current edition  
 Wöhe, G., Döring, U, Ei

[updated 02.06.2016]

## Lean Production Concepts and Methods

<b>Module name (EN): Lean Production Concepts and Methods</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MASCM-120
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no

<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Oral examination und presentation (weighting 1:1 / can be repeated annually)</p> <p>[updated 13.09.2018]</p>
<p><b>Applicability / Curricular relevance:</b></p> <p>DFMM-MASCM-120 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course  MASCM-120 (P420-0340, P420-0341) <u>Supply Chain Management, Master, ASPO 01.04.2016</u> , semester 1, mandatory course  MASCM-120 (P420-0340, P420-0341) <u>Supply Chain Management, Master, ASPO 01.04.2017</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period.  The total student study time is 180 hours (equivalent to 6 ECTS credits).  There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Steffen H. Hütter</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Steffen H. Hütter</u></p> <p>[updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> After successfully completing this module, students will:</p> <ul style="list-style-type: none"> <li>_ be familiar with the most common concepts and methods for optimizing processes in production, logistics and procurement and be able to apply them to actual problems,</li> <li>_ be able to analyze an exemplary process flow and quantitatively evaluate its potential for improvement using the concepts presented in the course, both qualitatively and using suitable key figures,</li> <li>_ be able to apply the concepts and methods of Lean Management to any problem, for example to calculate a leveling scheme or the Overall Equipment Efficiency OEE,</li> <li>_ be able to justify and explain their assessment and analysis results in a discussion.</li> </ul> <p>[updated 13.09.2018]</p>
<p><b>Module content:</b> Optimization elements and methods such as Kaizen, Lean Management, CIP, Business Process Reengineering, 5S, leveling, cyclic material supply, PokaYoke, target development, Kanban etc., supplemented by the independent analysis of an exemplary case, if necessary also in cooperation with an</p>

industrial company with a practical problem of its own or the implementation of a business simulation in the logistics training laboratory.

[updated 13.09.2018]

**Teaching methods/Media:**

Lecture and tutorial, as well as independent work on case studies in teams (if necessary, in a company): eLearning content will also be used.

[updated 13.09.2018]

**Recommended or required reading:**

Alicke, K. (2005): Planung und Betrieb von Logistiknetzwerken: Unternehmensübergreifendes Supply Chain Management, 2. Aufl., Springer Verlag, Berlin

Corsten, H. (2007): Produktionswirtschaft, 11. Auflage, Wissenschaftsverlag, München Oldenburg

Dickmann, P. (2008): Schlanker Materialfluss: mit Lean Production, Kanban und Innovationen, 2., aktualisierte u. erw. Aufl., Springer

Kiener, S., Maier-Scheubeck, N., et al. (2009): Produktions-Management, 9. Auflage, München Oldenburg Wissenschaftsverlag

Pollitt, D. (1998): Supply Chain logistics in: International Journal of Physical Distribution & Logistics Management, Vol. 28 No. 3, pp. 181-200

Rother, Mike (2011): Sehen lernen: mit Wertstromdesign die Wertschöpfung erhöhen und Verschwendung beseitigen, Lean Management Institut, Mannheim

Töpfer, A. (2008): Lean Six Sigma: Erfolgreiche Kombination von Lean Management, Six Sigma und Design for Six Sigma, 1. Auflage, Springer Berlin Heidelberg

[updated 13.09.2018]

## Leisure, Sport and Tourism Studies

**Module name (EN):** Leisure, Sport and Tourism Studies

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MFSTM-110

**Hours per semester week / Teaching method:**

4V (4 hours per week)

**ECTS credits:**

6

**Semester:** 1

<p><b>Mandatory course:</b> no</p>
<p><b>Language of instruction:</b> German</p>
<p><b>Assessment:</b> Written exam (90 minutes/can be repeated semesterly)</p> <p>[updated 20.01.2020]</p>
<p><b>Applicability / Curricular relevance:</b></p> <p>DFMM-MFSTM-110 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-110 (P440-0007) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 1, mandatory course</p>
<p><b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.</p>
<p><b>Recommended prerequisites (modules):</b> None.</p>
<p><b>Recommended as prerequisite for:</b></p>
<p><b>Module coordinator:</b> <u>Prof. Dr. Kerstin Heuwinkel</u></p>
<p><b>Lecturer:</b> <u>Prof. Dr. Kerstin Heuwinkel</u></p> <p>[updated 17.08.2020]</p>
<p><b>Learning outcomes:</b> Students will develop, expand and deepen their specialized and methodological knowledge about:</p> <ul style="list-style-type: none"> <li>_ the relevant concepts, characteristics and approaches of leisure, sports and tourism studies.</li> <li>_ leisure, sports and tourism sciences as interdisciplinary sciences.</li> <li>_ the essential areas of lifestyle research (in particular leisure, sports, tourism).</li> <li>_ the analysis of the behavior, wishes and needs of people in work, leisure, sports and tourism (especially from an economic perspective)</li> <li>_ scientifically-based activities in the analysis, evaluation, reflection, development and implementation of recommendations for leisure, sports and tourism (evaluation, preparing expert reports, economic and political consulting, contract research, as well as lectures, seminars and teaching)</li> </ul> <p>After successfully completing this module, students will:</p> <ul style="list-style-type: none"> <li>_ have gained deeper insights into leisure, sports and tourism studies and be able to apply scientific methods in these areas.</li> </ul> <p>International and intercultural relevance:</p> <ul style="list-style-type: none"> <li>_ International approaches in leisure, sports and tourism studies</li> <li>_ Examples from international research projects with a high practical relevance (application-oriented teaching)</li> </ul> <p>Practical relevance:</p> <ul style="list-style-type: none"> <li>_ Science-based economic and political consulting in the leisure, sports and tourism sector</li> <li>_ (Economic) and scientific methods in the leisure, sports and tourism sector</li> <li>_ Social competence:</li> <li>_ Guest lectures, excursions (together with students from different semesters and study programs)</li> </ul>

- \_ In particular, management concepts and scientific methods with high relevance for sustainable management in the leisure, sports and tourism sector
- \_ Students will expand and deepen their ability to use modern presentation techniques, their project and team work skills, as well as scientific working skills.

After successfully completing this module, students will:

- \_ be able to understand and analyze scientific issues and special aspects of leisure, sports and tourism science, as well as be able to plan and explain them in planning models.
- \_ be able to apply planning and control methods in leisure, sports and tourism science (strategic planning and operative implementation)
- \_ be able to describe, develop, plan and design application-oriented research and consulting processes in the leisure, sports and tourism sector.
- \_ be able to cooperate and evaluate within the framework of knowledge and project management (project focus/definition, planning, project structuring, prioritization/derivation/analysis, activity planning, implementation, success control).
- \_ be able to classify leisure, sports and tourism science into the general science system and differentiate the sub-areas of the above-mentioned scientific fields.

[updated 20.01.2020]

### **Module content:**

- \_ be familiar with concepts, characteristics and approaches from leisure, sports and tourism studies.
- \_ Lifestyle research (in particular leisure, sports, tourism)
- \_ Economic/scientific analysis of the behavior, wishes and needs of people in work, leisure, sports and tourism
- \_ Knowledge and project management in applied research and consulting
- \_ Bionics and modern consumer theory in leisure, sports and tourism management
- \_ Conception of (regional) organizations in the leisure, sports and tourism sector
- \_ Project, political and economic consulting
- \_ In-depth basics for the analysis and management of leisure, sports and tourism organizations
- \_ Reflection and analysis of changes in the (global) environment and of leisure, sports and tourism organizations
- \_ Current methods and theoretical foundations of knowledge management and the importance of reporting
- \_ Contents, methods, potentials and the limits of quality management
- \_ Strategic control for leisure, sports and tourism organizations
- \_ Analysis of methods for controlling leisure, sports and tourism organizations (e.g. balanced scorecard, EFQM model)
- \_ Innovation management, futurology, methods for developing mission statements, creativity techniques, as well as trend and scenario research (e.g. Delphi method, scenario technique, strength-weakness profiles) in leisure, sports and tourism organizations

[updated 20.01.2020]

### **Teaching methods/Media:**

Literature:

- \_ Current literature lists will be made available to students at the beginning of the semester (exemplary references):
- \_ Bieger, T., Tourismuslehre \_ Ein Grundriss, Haupt, Bern u. a., latest edition
- \_ Bieger, T., Keller, P., (Hrsg.), Managing Change in Tourism: Creating Opportunities - Overcoming Obstacles, Berlin, latest edition
- \_ Bowdin, G., Allen, J., O Toole, W., Harris, R., & Mc Donnell, I., Events Management, Great Britain: Elsevier, latest edition
- \_ Böventer, E. von, Ökonomische Theorie des Tourismus, Campus, Frankfurt, latest edition
- \_ Breidenbach, R., Freizeitwirtschaft und Tourismus, latest edition
- \_ Brähmig, K., (2011), Ausschuss für Tourismus, Deutscher Bundestag, Stellungnahme Freizeitparks, [http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/anhoerung\\_freizeitparks/Stellungnahmen/Stellungnahme](http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/anhoerung_freizeitparks/Stellungnahmen/Stellungnahme)
- \_ Buck, M., Conrady, R., (Hrsg.), Trends and Issues in Global Tourism 2007 ff, Springer, Heidelberg, 2007 ff
- \_ Cooper, C. (u. a.) (Hrsg.), Tourism development \_ environmental and community issues, latest edition
- \_ Csikszentmihalyi, M.: Das Flow-Erlebnis. Stuttgart 1993
- \_ Csikszentmihalyi, M./Jackson, S.A.: Flow im Sport. München 2000

- \_ FdSnow, Fachzeitschrift für den Skisport, Freunde des Skisports im Deutschen Skiverband
- \_ Forsberg, K. et al, (2000), Visualizing Project Management, A model for business and technical success, Second Edition, John Wiley and Sons Inc.
- \_ Freyer, W., Sport-Marketing: Modernes Marketing-Management für die Sportwirtschaft, Berlin, latest edition
- \_ Freyer, W., Tourismus-Marketing, Oldenbourg, München, latest edition
- \_ Freyer, W. (Hrsg.), Tourismus: Einführung in die Fremdenverkehrsökonomie, latest edition
- \_ Green Champions in Sport and Environment, Guide to environmentally-sound large sporting events, German Federal Ministry of Environment, Nature Conservation and Nuclear Safety, German Olympic Sports Confederation, Berlin, 2007
- \_ Haedrich, G., Kaspar, C. u. a. (Hrsg.), Tourismus-Management, 3. Auflage, de Gruyter, Berlin u. a., 1998
- \_ Hayes, N., Saving Sailing, Crickhollow, Milwaukee, 2009, How \_ and more importantly \_ why? A provocative argument and a plan \_ sure to appeal to sailors everywhere \_ for the revival of family sailing and quality uses of free time for rewarding intergenerational pastimes, lifelong hobbies, and free-time pursuits.
- \_ Hobel, B. and Schütte, S. (2006), Projektmanagement, Wiesbaden, Betriebswirtschaftlicher Verlag Gabler
- \_ Hofstede, G.; Interkulturelle Zusammenarbeit. Kulturen - Organisationen - Management, Wiesbaden 1993
- \_ Holloway, C., The business of tourism, 7. Auflage, Pearson Education, London, 2006
- \_ Hoye, R., Sport management: principles and applications, 2. Auflage, Elsevier, Amsterdam u. a., 2009
- \_ Hoyle, L., Event marketing how to successfully promote events, festivals, conventions and expositions, Wiley, New York, latest edition
- \_ Hungenberg, H., Problemlösung und Kommunikation, München, latest edition
- \_ Institut für Mobilitätsforschung (Hrsg.), Erlebnisswelten und Tourismus, Springer, Berlin, 2004
- \_ Letzner, V., Tourismusökonomie \_ Volkswirtschaftliche Aspekte rund ums Reisen, Oldenbourg, München, 2010
- \_ Neumann, P.: Das Wagnis im Sport. Schorndorf 1999
- \_ Nufer, G., Bühler, A., (Hrsg.), Management und Marketing im Sport \_ Betriebswirtschaftliche Grundlagen und Anwendungen der Sportökonomie, Berlin, latest edition
- \_ Opaschowski, H.W.: Xtrem \_ Der kalkulierte Wahnsinn. Hamburg 2000
- \_ Opaschowski, H.W.: Deutschland 2020. Wie wir morgen leben \_ Prognosen der Wissenschaft. Wiesbaden 2006
- \_ Opaschowski, H.W., Freizeitwirtschaft - Die Leitökonomie der Zukunft. Zukunft. Bildung. Lebensqualität, 2007
- \_ Opaschowski, H.W.: Freizeitökonomie \_ Marketing von Erlebnisswelten. Opladen 1995
- \_ Schulze, G.: Die Erlebnisgesellschaft, Kultursoziologie der Gegenwart Frankfurt 1995
- \_ Wopp, Ch.: Entwicklungen und Perspektiven des Freizeitsports. Meyer & Meyer, Aachen 1995
- \_ Opaschowski, H., Das gekaufte Paradies

[updated 20.01.2020]

**Recommended or required reading:**

[still undocumented]

## Management Accounting and Information Management

<b>Module name (EN): Management Accounting and Information Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MARPF-110
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1

<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam and presentation (60 minutes / weighting 1:1 / can be repeated semesterly)  [updated 05.12.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MARPF-110 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MRPF-210 (P420-0320, P420-0321) <u>Accounting and Finance, Master, ASPO 01.10.2012</u> , semester 2, mandatory course MARPF-110 (P420-0320, P420-0321, P420-0584) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , semester 1, mandatory course MARPF-110 (P420-0320, P420-0321, P420-0584) <u>Accounting and Finance, Master, SO 01.04.2025</u> , semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Michael Zell</u>
<b>Lecturer:</b> <u>Prof. Dr. Michael Zell</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> After successfully completing this module, students will: - be able to explain the problems of information management in management accounting and understand the development stages of management information systems, - be able to conceptually describe and develop a management reporting or a management information system (information structures and processes),  - be familiar with different applications in the field of business performance management and understand the problems of reporting for different target groups (stakeholder reporting),  - understand the various current information technology solutions for reporting and planning systems and can assess their benefits and possibilities,  - be able to independently work on current problems in the areas of management accounting and information management during the seminar part of the module,

- be able to present their findings clearly in the form of talks or presentations.

Lecture (Management Information Systems):

[updated 05.07.2021]

**Module content:**

- Management, information systems and business intelligence
- Conceptual development of management information systems
- Business performance management and stakeholder reporting
- IT support for management information systems
- Software-case study: Corporate planner

Seminar:

- Presentation and discussion of current topics from the fields of management accounting and information management

The course combines lectures, case studies, group and individual work and requires a high degree of student participation.

[updated 05.07.2021]

**Teaching methods/Media:**

In the seminar part, student contributions are required in the form of presentations.

[updated 05.07.2021]

**Recommended or required reading:**

Reference books:

- Chamoni, P., Gluchowski, P. (Hrsg.): Analytische Informationssysteme, Berlin u.a., aktuelle Auflage.
- Krause, H.-U.: Ganzheitliches Reporting mit Kennzahlen im Zeitalter der digitalen Vernetzung, Berlin/Boston, aktuelle Auflage.
- Schön, D.: Planung und Reporting im BI-gestützten Controlling, Wiesbaden, aktuelle Auflage.
- Taschner, A.: Management Reporting: Erfolgsfaktor internes Berichtswesen, Wiesbaden, aktuelle Auflage.
- Zell, M.: Reporting und Analyse Informationssysteme für Management und Mitarbeiter, Saarbrücken 2011.

Trade journals:

- Controlling
- Controlling & Management Review
- Controller Magazin
- BI-Spektrum

[updated 05.07.2021]

## Market Research and Multivariate Analysis

Module name (EN): Market Research and Multivariate Analysis

<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAMS-110
<b>Hours per semester week / Teaching method:</b> 4VU (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (90 minutes / can be repeated semesterly) and project work (can be repeated annually)  [updated 20.11.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MAMS-110 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAMS-110 (P420-0020, P420-0021) <u>Marketing Science, Master, ASPO 01.04.2016</u> , semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Tatjana König</u>
<b>Lecturer:</b> <u>Prof. Dr. Tatjana König</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> After successfully completing this module, students will: <ul style="list-style-type: none"> <li>be able to design, carry out and evaluate empirical studies,</li> <li>be able to derive the appropriate multivariate method for a given problem,</li> <li>be able to evaluate the application and quality of different multivariate methods, as well as the quality of the construct measurement (1st generation) on the basis of the respective quality criteria,</li> <li>be able to interpret the results of multivariate procedures,</li> </ul>

be able to process analysis results for information and present them clearly in a presentation,

[updated 11.10.2021]

**Module content:**

Empirical survey procedure including questionnaire design (scales, scale levels), survey methods and hypothesis tests,

Significance and overview of multivariate procedures, as well as the relevant procedure, special features of SPSS, benefits for marketing decisions in particular of:

- t-test
- Regression analysis
- Analysis of variance
- Contingency analysis
- Factor analysis
- Cluster analysis
- Conjoint analysis

[updated 11.10.2021]

**Teaching methods/Media:**

Lecture with tutorial and use of SPSS

[updated 20.11.2019]

**Recommended or required reading:**

Bacher, J. (aktuelle Auflage): Clusteranalyse, München.

Backhaus, K., Erichson, B., Plinke, W., Weiber, R. (aktuelle Auflage): Multivariate Analysemethoden Eine anwendungsorientierte Einführung, Hamburg.

Berekoven, L., Eckert, W., Ellenrieder, P. (aktuellste Aufl.), Marktforschung - Methodische Grundlagen und praktische Anwendung, Wiesbaden.

Hair, J.F. (Jr.), Black, W., C., Babin, B.J., Anderson, R.E., Tatham, R.L. (aktuellste Aufl.): Multivariate Data Analysis, Upper Sadle River, New Jersey.

Herrmann, A., Homburg, Ch., Klarmann, M. (Hrsg.): Handbuch Marktforschung Methoden, Anwendungen, Praxisbeispiele, aktuellste Auflage, Wiesbaden.

Homburg, Ch, (bzw. Homburg/Krohmer, H.) (aktuelle Aufl.), Marketingmanagement, Wiesbaden.

Rudolf, M., Müller, J. (aktuellste Aufl.): Multivariate Verfahren, Göttingen u.a.

Sarstedt, M., Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, Methods, Using IBM SPSS Statistics, Springer (e-book)

[updated 11.10.2021]

# Marketing Controlling

<b>Module name (EN):</b> Marketing Controlling
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAMS-562
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (can be repeated semesterly, 90 min.) and term paper with presentation (can be repeated annually)  [updated 05.12.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MAMS-562 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAMS-562 (P420-0016) <u>Marketing Science, Master, ASPO 01.04.2016</u> , optional course MARPF-562 (P420-0016) <u>Accounting and Finance, Master, ASPO 01.10.2017</u> , optional course MARPF-562 (P420-0016) <u>Accounting and Finance, Master, SO 01.04.2025</u> , optional course MASCN-562 (P420-0016) <u>Supply Chain Management, Master, ASPO 01.04.2016</u> , optional course MASCN-562 (P420-0016) <u>Supply Chain Management, Master, ASPO 01.04.2017</u> , optional course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Tatjana König</u>
<b>Lecturer:</b> <u>Prof. Dr. Tatjana König</u>  [updated 17.08.2020]

**Learning outcomes:**

After successfully completing this module, students will:

- understand the interface function of marketing controlling.
- be familiar with the relevant instruments of strategic and operative marketing controlling and be able to apply them to real cases.
- 
- be able to calculate and evaluate the impact and profitability of marketing measures.
- understand and be able to apply complex performance measurement systems.
- be able to process analysis results for marketing controlling and present them clearly in a presentation

[updated 05.12.2019]

**Module content:**

- Classification of marketing controlling
  - o Functions and tasks
  - o Organizational integration and interfaces
- Strategic marketing controlling
  - o Market and customer analysis
  - o Employee analysis
  - o Brand controlling
  - o Marketing target systems
- Operative marketing controlling
  - o Product and service controlling
  - o Price controlling
  - o Communication and sales promotion controlling
  - o Sales controlling
- Innovative approaches in marketing controlling

[updated 13.09.2018]

**Teaching methods/Media:**

Lecture with exercises and case studies

[updated 13.09.2018]

**Recommended or required reading:**

- Reinecke, Sven/ Eberharter, Jasmin (2010): *Marketingcontrolling 2010: Einsatz von Methoden und Verfahren des Marketingcontrollings in der Praxis*, in: *Controlling – Zeitschrift für Erfolgsorientierte Unternehmenssteuerung*, 22. Jg., Nr. 8/9, pp. 438-447.
- Reinecke, Sven/ Janz, Simone (2007): *Marketingcontrolling: Sicherstellen von Marketingeffektivität und -effizienz*. Stuttgart: Kohlhammer Verlag.
- Reinecke, Sven/ Tomczak, Torsten (Hrsg.) (2006): *Handbuch Marketingcontrolling: Effektivität und Effizienz einer marktorientierten Unternehmensführung*, Wiesbaden: Gabler.
- Ziehe, Nicola (2013): *Marketing-Controlling*. Köln: Johanna-Verlag.

[updated 05.12.2019]

# Non-Profit Management

<b>Module name (EN): Non-Profit Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-320
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (90 minutes/can be repeated semesterly)  [updated 20.01.2020]
<b>Applicability / Curricular relevance:</b>  DFMM-MFSTM-320 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-320 (P440-0019, P620-0129) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 3, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Kerstin Heuwinkel</u>
<b>Lecturer:</b> <u>Prof. Dr. Kerstin Heuwinkel</u>  [updated 17.08.2020]
<b>Learning outcomes:</b> Learning outcomes/skills:

Students will develop, expand and deepen their specialized and methodological skills with regard to the following:

- \_ Basics of non-profit management with special consideration given to tourism organizations and networks, as well as leisure and sports organizations
- \_ Managing non-profit organizations in the leisure, sports and tourism sectors
- \_ Economic and social dimensions in non-profit management, in particular with regard to developments and perspectives in the leisure, sports and tourism sectors
- \_ Theoretical concepts about the nature, meaning and structure of non-profit organizations
- \_ Excurses: Integration of philanthropic thoughts, civil society, motivation theories, the role of employees, donor behavior
- \_ Possibilities and limits of strategic planning and operational implementation in non-profit management in the leisure, sports and tourism sectors
- \_ Special characteristics of marketing non-profit organizations in the leisure, sports and tourism sectors
- \_ Design (-ability) of non-profit organizations in the leisure, sports and tourism sectors and their practical fields of activity

After successfully completing this module, students will:

- \_ have gained insights into the non-profit sector and understand its particularities.
- \_ be able to analyze and present specific problems in non-profit organizations.
- \_ have developed a multisector understanding of not-for-profit economic behavior.

International and intercultural relevance

- \_ Students will become familiar with international companies and organizations in the non-profit sector
- \_ We will use examples from international non-profit organizations and networks
- \_ Students will receive an introduction to the reality of professional practice in non-profit management

Practical professional relevance:

- \_ Management and policy concepts in the non-profit sector
- \_ Business and economic methods in the non-profit sector
- \_ Students will acquire social competence
- \_ Projects, guest lectures, excursions (together with students from different semesters and study programs)
- \_ Management concepts and methods with high relevance for the non-profit sector
- \_ Students will expand and deepen their ability to use modern presentation techniques, their project and teamwork skills, as well as scientific working skills.

After successfully completing this module, students will:

- \_ be able to understand and analyze the problems and special characteristics of non-profit management and map them in planning models.
- \_ be able to apply planning and control methods in non-profit management.
- \_ be able to describe, develop, plan and design processes in non-profit management.
- \_ be able to plan, implement and control strategies and concepts in non-profit management.
- \_ be able to cooperate and evaluate within the framework of project management (project focus/definition, planning, project structuring, prioritization/derivation/analysis, activity planning, implementation, success control).
- \_ be able to apply specialist and methodological knowledge from process management to the introduction of control processes.
- \_ be able to communicate more efficiently (pyramid principle) and interact with third parties and groups
- \_ be able to apply specialist and methodological knowledge with regard to motivation and teamwork (improvement of leadership skills, such as initiative, team skills, integration, delegation, conflict and assertiveness skills, self-confidence, willingness to take responsibility and risks)

[updated 20.01.2020]

**Module content:**

- \_ Basics of non-profit management: concepts, its significance, classification in business administration, current state of research and teaching
- \_ History, development, theories and examples of non-profit management in the leisure, sports and tourism sector
- \_ Non-profit governance and leadership: development of comprehensive and individual management concepts
- \_ Personnel management: basics and special aspects in non-profit organizations
- \_ Non-profit marketing: theoretical foundations and case studies, customer integration
- \_ Fundraising management: transaction-oriented versus relationship fundraising
- \_ Basics of financial management in non-profit organizations
- \_ Partnerships: significance, concepts and development of (intersector) partnerships in the non-profit sector

[updated 20.01.2020]

**Teaching methods/Media:**

- \_ Seminaristic lecture course
- \_\_ SOL \_ Self-organized learning
- \_\_ SRL \_ Self-regulated learning
- \_ Case studies (where appropriate, study trip)
- \_ Role playing
- \_ Group and project work (concept development and presentation)
- \_ Discussions with fellow students and third parties
- \_ Presentations and preparation of documentation/papers

On the basis of selected data material and case studies, students will learn to develop concepts independently, implement and reflect on them.

[updated 20.01.2020]

**Recommended or required reading:**

- \_ Andreasen, A.R./Kotler, P.: Strategic Management for Nonprofit Organizations, New Jersey, latest edition
- \_ Anheiner, H.K.: Nonprofit Organizations. Theory, Management, Policy, London, 2005
- \_ Backhaus, K./Voeth. M.: Industriegütermarketing, München, latest edition
- \_ Backhaus-Maul, H./Biedermann, C./Nährlich, S./Polterauer, J. (Hrsg.): Corporate Citizenship in Deutschland. Gesellschaftliches Engagement von Unternehmen. Bilanz und Perspektiven, Wiesbaden, 2. A., 2010
- \_ Badelt, C./Meyer, M./Simsa, R. (Hrsg.): Handbuch der Nonprofit Organisationen. Strukturen und Management, Stuttgart, 4. A., 2007
- \_ Baums, T. (Hrsg.): Bericht der Regierungskommission Corporate Governance. Unternehmensführung \_ Unternehmenskontrolle \_ Modernisierung des Aktienrechts, Köln, 2001
- \_ Becker, J.: Marketing-Konzeption, München, 9. A., 2009
- \_ Bruhn, M.: Marketing für Nonprofit-Organisationen. Grundlagen \_ Konzepte \_ Instrumente, Stuttgart, 2. A., 2011
- \_ Bruhn, M./Michalski, S. (Hrsg.): Marketing als Managementprozess, Zürich, 3. A., 2009
- \_ Buber, R./Faschig, H.: Leitbilder in Nonprofit Organisationen. Entwicklung und Umsetzung, Wien, 1999
- \_ Burnett, K.: Relationship Fundraising \_ A Donor Based Approach to the Business of Raising Money, San Francisco, 2. A., 2002
- \_ Deutsches Zentralinstitut für soziale Fragen (DZI) (Hrsg.): Spendenbericht Deutschland 2010. Daten und Analysen zum Spendenverhalten in Deutschland, Berlin, 2010
- \_ DiMaggio, P.J./Anheiner, H.K.: The Sociology of Nonprofit Organizations, in: Annual Review of

Sociology, Vol. 16, pp 137-159

- \_ Drucker, P.F.: Managing the Nonprofit Organization, London, 1990
- \_ Gesellschaft für Konsumforschung (GfK) (Hrsg.): GfK CharityScope. Available online
- \_ Helmig, B./Boenigk, S.: Nonprofit Management, München, 2012
- \_ Helmig, B./Purtschert, R. (Hrsg.): Nonprofit-Management, Wiesbaden, 2. A., 2006
- \_ Homburg, C./Krohmer, H.: Marketingmanagement, Wiesbaden, 2009
- \_ Kotler, P./Roberto, N./Lee, N.: Social Marketing, Thousand Oaks, 2. A., 2002
- \_ Langer, A./Schröer, A. (Hrsg.): Professionalisierung im Nonprofit Management, Bern, 2011
- \_ Meier, A.: Informationsmanagement für NPOs, NGOs et.al., Heidelberg, 2006
- \_ Oechsler, W.A.: Personal und Arbeit, München, 9. A., 2011
- \_ Pfaffenzeller, H.: Die Governance von Nonprofit-Organisationen, Available online.
- \_ Regierungskommission Corporate Governance Kodex (Hrsg.): Deutscher Corporate Governance Kodex, latest edition, available online
- \_ Salzman, J.: Making the News: A guide for Nonprofits and Activists, Boulder, 1998
- \_ Sargeant, A.: Marketing Management for Nonprofit Organizations, Oxford, 3. A., 2009
- \_ Sargeant, A.: Fundraising Management, New York, 2. A., 2010
- \_ Saxton, J.: Gimme, gimme, gimme, available online
- \_ Schwarz, P.: Organisation in Nonprofit Organisationen, Grundlagen, Strukturen, Bern, 2005
- \_ Schwarz, P.: Management-Prozesse und \_Systeme in Nonprofit Organisationen, Bern, 2006
- \_ Siebart, P.: Corporate Governance von Nonprofit Organisationen \_ Ausgewählte Aspekte der Organisation und Führung, Bern, 2006
- \_ Tiebel, C.: Management in Non Profit Organisationen, München, 2006
- \_ Zimmer, A./Priller, E.: Gemeinnützige Organisationen im gesellschaftlichen Wandel, Wiesbaden, 2. A., 2007

[updated 20.01.2020]

## Recreation and Adventure Management

<b>Module name (EN): Recreation and Adventure Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-W-31
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Project work (Can be repeated annually)

[updated 20.01.2020]

**Applicability / Curricular relevance:**

DFMM-MFSTM-W-31 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course, general subject  
MFSTM-W-31 (P440-0005) Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017 , semester 2, optional course, general subject

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Ralf Rockenbauch

**Lecturer:** Prof. Dr. Ralf Rockenbauch

[updated 17.08.2020]

**Learning outcomes:**

Learning outcomes/skills:

After successfully completing this module, students will be able to:

- work independently or in groups on a complex topic from the field of recreation and adventure management using scientific methods,
- independently gather, evaluate and use information in a targeted manner,
- scientifically substantiate and formulate their research findings in writing and document key results using modern presentation techniques, as well as present them to the group (and third parties, if necessary),
- be able to develop concepts in the field of recreation and adventure management individually or in a group (as well as with third parties, if necessary) and implement them,
- document the key results of their project and communicate them in a presentation to the group (as well as to third parties, if necessary).

Students will be able to follow current discussions on leisure, sports and tourism science in the field of recreation and adventure management and be able to critically reflect on publications from relevant scientific sub-disciplines, as well as use them for their studies.

They will be able to plan, conduct and implement recreation and tourism-related programs (motor and methodological-didactic skills).

Students will be able to assess abilities and skills, performance and development, learning and training successes and changes in behavior using appropriate diagnostic procedures (diagnostic skills).

They will have mastered conversation and coaching techniques, as well as conflict and stress management techniques (communication skills).

Students will develop, expand and deepen their basic knowledge about:

the economic dimensions in the leisure, sports and tourism sector, especially with regard to the developments and perspectives in this sector.

modern consumption theory approaches in the leisure, sports and tourism sector in regions (local

recreation).

the special aspects of marketing adventure and experiential educational offers.

the strategic marketing of leisure, sports, tourism businesses and adventure agencies.

marketing mix instruments (product, price, communication and distribution policy) in a regional, national and international context

the special aspects of the leisure, sports and tourism sector in the field of experience marketing.

market structures, market participants in the leisure, sports and tourism sector (suppliers, customers, organizations).

After successfully completing this module, students will:

have deepened their insights into the recreation and adventure management of tourism organizations and will be able to analyze and present procedural and structural organizational issues from organizations in the recreation industry (organizational change; special aspects of international tourism organizations)

With this background, they will be able to further develop and establish the structures of corresponding organizations.

International and intercultural relevance:

Working with (inter-) national recreation companies and adventure agencies

Examples from international organizations and companies in the recreation and adventure segment

Practical relevance:

Management and policy concepts in the recreation industry

Business and economic methods in the recreation industry

Social competence

Projects, events, guest lectures, excursions (together with students from different semesters and study programs)

In particular, adventure and experiential education management concepts and methods with high relevance for the sustainable recreation industry

Students will expand and deepen their ability to use modern presentation techniques, their project and team work skills, as well as their scientific working skills.

After successfully completing this module, students will:

be able to understand and analyze service-oriented questions and special aspects of the recreation industry and then map them in planning models.

be able to apply in-depth knowledge about planning and control methods in recreation and adventure management (planning marketing instruments strategically, as well as operational implementation)

[updated 23.02.2024]

### **Module content:**

Module content:

This course deals with topics and projects from the field of recreation and adventure management, with the following areas in particular:

Developments and perspectives of the recreation industry

Event marketing

Approaches of modern consumption theory in recreation and adventure management in regions (local recreation)

Advanced scientific and methodological knowledge in recreation and adventure management

Strategic marketing of recreation business and adventure agencies

Marketing mix instruments (product, price, communication and distribution policy) in a regional, national and international context

Differentiation of recreational offers

Adventure-oriented offers and projects in leisure, sports and tourism

The module covers the practical development and implementation of projects in adventure and event management:

Processes and their management within the framework of adventure and experience-oriented offers: subjective experience, emotions, social dynamics, problem solving, reflection and transfer potential between work, leisure, sports and tourism.

(Framework) conditions and forms of pedagogical practice (nature sports activities, play and adventure pedagogy in urban areas, pedagogical events in museums, designing fields of experience for the senses, adventure and adventure sports and tourism).

Integration of experience-oriented approaches in various areas in leisure, sports, tourism

Creating spaces for making experiences

- Students will be able to analyze, design and evaluate experience spaces - together with other disciplines (architecture, design, media design, engineering, medicine, sports science, geography, economics, etc.).

The module discusses the increasing importance of staged worlds of experience and offers in adventure sports / tourism - in particular:

- Staging incentives and events

- Staging events in leisure, sports, tourism, transport

- Cross-disciplinary staging techniques

- Creating staging concepts in cooperation with other associated trades

- As part of the examination, students will be expected to develop their own concept for an offer in the recreation and adventure sports/tourism field, present it in a presentation using suitable media and, if necessary, implement it.

Students have in-depth knowledge about recreation and adventure sports/tourism, including:

- Intra- and extrasportive perspectives of meaning, methodological decisions,

- Analysis of team building models and models for the (re-)integration of individuals (with regard to the feasibility of the models),

The module structure helps students develop key competencies such as presentation skills, delegation and teamwork skills, conceptual interdisciplinary and creative thinking, and the ability to implement concepts operationally.

Students will work on subtasks individually and/or in groups.

[updated 23.02.2024]

### **Teaching methods/Media:**

Seminaristic lecture

SOL - Self-organized learning

SRL - Self-regulated learning

Case studies (where appropriate, study trips)

Role playing

Group work (independent concept development and presentation, as well as in certain cases, realization)

Discussions with fellow students and third parties

Presentations and preparation of documentation/papers

On the basis of selected data material and case studies, students will learn to develop concepts independently, analyze and implement them and reflect on them.

[updated 23.02.2024]

**Recommended or required reading:**

Depends on the respective topic

Information on introductory literature can be found in the respective module description under

Recommended prerequisites

Current literature lists will be made available to students at the beginning of the semester (exemplary references):

- Bischof, R., Event-Marketing Emotionale Erlebniswelten schaffen, Zielgruppen nachhaltig binden, Berlin, aktuellste Auflage
- Csikszentmihalyi, M./Jackson, S.A.: Flow im Sport. München 2000
- Csikszentmihalyi, M.: Das Flow-Erlebnis. Stuttgart 1993
- FdSnow, Fachzeitschrift für den Skisport, Freunde des Skisports im Deutschen Skiverband
- Finger, Claus, Gayler, Brigitte, Animation im Urlaub: Handbuch für Planer und Praktiker, Oldenbourg Verlag, 2003
- Forsberg, K. et al, (2000), Visualizing Project Management, A model for business and technical success, Second Edition, John Wiley and Sons Inc.
- Freyer, W., Sport-Marketing: Modernes Marketing-Management für die Sportwirtschaft, Berlin, aktuellste Auflage
- Freyer, W., Tourismus-Marketing, Oldenbourg, München, aktuellste Auflage
- Grauvogel, Birgit, Tourismuspädagogik, Geograph. Ges. Trier in Zus.arbeit mit der Fachgruppe Geographie der Univ. Trier, 1994
- Hayes, N., Saving Sailing, Crickhollow, Milwaukee, 2009, How and more importantly why? A provocative argument and action plan sure to appeal to sailors everywhere for the revival of family sailing . . . and quality uses of free time for rewarding intergenerational pastimes, lifelong hobbies, and free-time pursuits.
- Hoyer, R., Sport management: principles and applications, 2. Auflage, Elsevier, Amsterdam u. a., 2009
- Institut für Mobilitätsforschung (Hrsg.), Erlebniswelten und Tourismus, Springer, Berlin, 2004
- John Dattilo, Leisure education program planning: a systematic approach, Venture Publishing, 2008
- Letzner, V., Tourismusökonomie Volkswirtschaftliche Aspekte rund ums Reisen, Oldenbourg, München, 2010
- Managing Change in Tourism: Creating Opportunities - Overcoming Obstacles, Thomas Bieger, Peter Keller (Herausgeber), Berlin, aktuellste Auflage (weitere siehe: [http://www.alexandria.unisg.ch/Publikationen/Zitation/Thomas\\_Bieger](http://www.alexandria.unisg.ch/Publikationen/Zitation/Thomas_Bieger))
- Neumann, P.: Das Wagnis im Sport. Schorndorf 1999
- Nufer, G., Bühler, A., (Hrsg.), Management und Marketing im Sport Berlin, aktuellste Auflage (weitere siehe: <http://homepages.uni-tuebingen.de/gerd.nufer/index.html>)
- Opaschowski, H., Das gekaufte Paradies, Germa Press, Hamburg, latest edition
- Opaschowski, H., Tourismus, Leske und Budrich, Opladen, latest edition
- Opaschowski, H.W.: Deutschland 2020. Wie wir morgen leben Prognosen der Wissenschaft. Wiesbaden 2006
- Opaschowski, H.W.: Freizeitökonomie Marketing von Erlebniswelten. Opladen 1995
- Opaschowski, H.W.: Xtrem Der kalkulierte Wahnsinn. Hamburg 2000
- Reinhold Popp, Marianne Schwab, Pädagogik der Freizeit, Hohengehren, 2003
- Schilling, J., Planung von Ferienlagern und Freizeiten, München, 1981
- Schulze, G.: Die Erlebnisgesellschaft, Kultursoziologie der Gegenwart Frankfurt 1995
- Steinecke, A. (Hrsg.), Erlebnis- und Konsumwelten, Oldenbourg, München, 2000
- Wopp, Ch.: Entwicklungen und Perspektiven des Freizeitsports. Meyer & Meyer, Aachen 1995
- Green Champions in Sport and Environment, Guide to environmentally-sound large sporting events, German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, German Olympic Sports Confederation, Berlin, 2007
- Haedrich, G., Kaspar, C. u. a. (Hrsg.), Tourismus-Management, 3. Auflage, de Gruyter, Berlin u. a., 1998
- Hobel, B. and Schütte, S. (2006), Projektmanagement, Wiesbaden, Betriebswirtschaftlicher Verlag Gabler
- Holloway, C., The business of tourism, 7. Auflage, Pearson Education, London, 2006
- Hoyle, L., Event marketing how to successfully promote events, festivals, conventions and expositions, Wiley, New York, aktuellste Auflage
- Hungenberg, H., Problemlösung und Kommunikation, München, aktuellste Auflage
- Drina Kunkel, Als Animateur ins Ausland: Gästebetreuung zwischen Traum und Wirklichkeit ; Jobs,

Bewerbung, Tipps und Adressen, Ausbildung in Tourismus & Freizeit ; [Hotels, Campingplätze, Clubanlagen, Kreuzfahrtschiffe ; Bewerbung

[updated 23.02.2024]

## Sector Marketing

<b>Module name (EN): Sector Marketing</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MAMS-230
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)  [updated 20.11.2019]
<b>Applicability / Curricular relevance:</b>  DFMM-MAMS-230 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MAMS-230 (P420-0027, P620-0130) <u>Marketing Science, Master, ASPO 01.04.2016</u> , semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> <u>Prof. Dr. Frank Hälsig</u>
<b>Lecturer:</b> <u>Prof. Dr. Frank Hälsig</u>

[updated 17.08.2020]

**Learning outcomes:**

- After successfully completing this module, students will,
- be able to explain the significance and particularities of business-to-business marketing, service marketing and trade marketing.
  - be able to adapt the design options in marketing for companies in various sectors.
  
  - be able to analyze and evaluate marketing approaches for different business groups within the different sectors (business areas, service typologies).
  
  - be able to explain market structures and particularities of purchasing and procurement behavior and illustrate them using specific company examples.
  
  - Based on these examples, students will be able to make and justify implementation recommendations for management, market development and customer interaction.

Services marketing:

[updated 20.11.2019]

**Module content:**

- Measurement and management of service quality (GAP and SERVQUAL models)
- Strategic and instrumental features in service marketing

Trade marketing:

- Market structure and internationalization in trade
- Manufacturer-dealer relationships
- Functions of trading in particular against the background of transaction cost theory
- Options for designing instruments, in particular assortment policy, Multi-Channel Retailing

Business-to-business marketing:

- Significance, delimitation and special features of business-to-business goods marketing
- Organizational procurement behavior
- Marketing approaches according to business field typologies in business-to-business marketing

[updated 20.11.2019]

**Teaching methods/Media:**

Lecture with exercises and case studies.

[updated 20.11.2019]

**Recommended or required reading:**

- Backhaus, K., Voeth, M.: Industriegütermarketing, latest edition, München.
- Bruhn, M., Meffert, H. (Hrsg.): Handbuch Dienstleistungsmanagement, (latest edition), Wiesbaden.
- Bruhn, M., Meffert, H. (latest edition): Dienstleistungsmarketing, Wiesbaden.

- Bruhn, M., Stauss, B. (Hrsg.): Dienstleistungsqualität: Konzepte, Methoden, Erfahrungen, (latest edition), Wiesbaden.
- Kleinaltenkamp M., Plinke W.: Strategisches Business-to-Business-Marketing, latest edition, Berlin.
- Parasuraman, A., Zeithaml, V.A., Berry, L.L. (1998): SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality, in: Journal of Retailing, 64 (1), 12-40.
- Pförtsch, W., Schmid, M. (latest edition): B2B-Markenmanagement: Konzepte \_ Methoden \_ Fallbeispiele, München.
- Zentes, J., Swoboda, B., Foscht, T. (latest edition): Handelsmanagement, Wiesbaden.
- Zentes, J. (Hrsg.): Handbuch Handel, (latest edition), Wiesbaden.

[updated 20.11.2019]

## Seminar on Sustainable Economics in the Leisure, Sport and Tourism Sectors

<b>Module name (EN): Seminar on Sustainable Economics in the Leisure, Sport and Tourism Sectors</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-250
<b>Hours per semester week / Teaching method:</b> 4S (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Term paper with presentation (Can be repeated annually)
[updated 20.01.2020]
<b>Applicability / Curricular relevance:</b>  DFMM-MFSTM-250 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-250 (P440-0027) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 2, mandatory course
<b>Workload:</b>

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Kerstin Heuwinkel

**Lecturer:** Prof. Dr. Kerstin Heuwinkel

*[updated 17.08.2020]*

**Learning outcomes:**

After successfully completing this module, students will be able to:

- work independently or in groups on a complex topic from the field of sustainable leisure, sports, tourism economics using scientific methods,
- identify and abstract problems related to environmental, economic and social sustainability across a wide range of settings, some with new and/or unknown influencing variables, in order to solve them in a holistic manner.
- independently identify the interactions between sustainability and the economic, political, social and legal framework of the leisure, sport, tourism economy
- obtain and evaluate data and information from sustainability reports and use them in a targeted manner,
- scientifically substantiate and formulate their research findings in writing and document key results using modern presentation techniques, as well as present them to the group (and third parties, if necessary),

*[updated 30.10.2023]*

**Module content:**

In terms of content, the module deals with the complex field of sustainable leisure, sports, tourism economics. The subject of sustainability will be concretized first with regard to economic, ecological and socio-cultural aspects. In addition to the qualitative analysis, concrete problems will be described quantitatively and solutions will be developed (problem-based learning) which should make a measurable difference.

Problem areas are addressed by students working individually and/or in groups.

Examples of problem areas include:

- Waste management at music events
- Fast fashion
- Accessible sporting events
- Food waste in the catering industry
- Elephant tourism and animal rights

*[updated 30.10.2023]*

**Teaching methods/Media:**

- Seminar
- Case studies (if applicable, excursions and summer school with students from abroad)

- Group work
- Discussions with fellow students and third parties
- Presentations and preparation of documentation/papers

[updated 30.10.2023]

**Recommended or required reading:**

Brinkmann, D., & Freericks, R. (2020). Lebensqualität durch Nachhaltigkeit? Analysen-Perspektiven-Projekte 2. Bremer Freizeitkongress.  
 Goodwin, H. (2016). Responsible Tourism: Using Tourism for Sustainable Development. Goodfellow.  
 Goodwin, H. (2011). Taking Responsibility for Tourism. Goodfellow  
 GSTC (2019). GSTC Destination Criteria: with Performance indicators and SDGs [On-line]. Verfügbar unter <https://www.gstccouncil.org/wp-content/uploads/GSTC-Destination-Criteria-v2.0-with-SDGs.pdf>.  
 Heuwinkel, K. (2023). Tourismussoziologie. UTB  
 Lemke, W. (2014). Nachhaltigkeit im Sport für eine bessere Welt. CSR und Sportmanagement: Jenseits von Sieg und Niederlage: Sport als gesellschaftliche Aufgabe verstehen und umsetzen, 3-14.  
 Strasdas, W.; Rein, H. (2017)(Hrsg.). Nachhaltiger Tourismus. UVK.

Depends on the respective topic

Links to websites, guidelines and tools can be found in the Moodle folder.

[updated 30.10.2023]

## Sports Management

<b>Module name (EN): Sports Management</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-W-111
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Project work (Can be repeated annually)  [updated 20.01.2020]
<b>Applicability / Curricular relevance:</b>

DFMM-MFSTM-W-111 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course, general subject

MFSTM-W-111 (P440-0028, P620-0642) Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017 , semester 2, optional course, general subject

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.

The total student study time is 180 hours (equivalent to 6 ECTS credits).

There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Ralf Rockenbauch

**Lecturer:** Prof. Dr. Ralf Rockenbauch

[updated 17.08.2020]

**Learning outcomes:**

Learning outcomes/skills:

After successfully completing this module, students will be able to:

work independently or in groups on a complex topic from the field of sports management using scientific methods,

independently gather, evaluate and use information in a targeted manner,

scientifically substantiate and formulate their research findings in writing and document key results using modern presentation techniques, as well as present them to the group (and third parties, if necessary),

develop concepts for the field of sports individually or in a group (as well as with third parties, if necessary) and implement them,

document the key results of their project and communicate them in a presentation to the group (as well as to third parties, if necessary).

Students will be able to follow current discussions on sports science and be able to critically reflect on publications from relevant scientific sub-disciplines, as well as use them for their studies.

They will be able to plan, organize and carry out sport programs for recreation, mass sports, prevention, rehabilitation and competitive sports (motor and methodological-didactic skills).

Students will be able to assess abilities and skills, performance and development, learning and training successes and changes in behavior using appropriate diagnostic procedures (diagnostic skills).

They will have mastered conversation and coaching techniques, as well as conflict and stress management techniques (communication skills).

Students will develop, expand and deepen their basic knowledge about:

the economic dimensions in the sports sector, especially with regard to the developments and perspectives in this area.

modern consumption theory approaches in the context of sports management.

the special aspects of marketing educational sports offers.

the strategic marketing of organizations in the leisure and sports sector.

marketing mix instruments (product, price, communication and distribution policy) in a regional, national and international context

the special aspects of the leisure, sports and tourism sector in the field of sports and experience marketing, market structures, market participants in the leisure, sports and tourism sector (suppliers, customers, organizations).

After successfully completing this module, students will:

have deepened their insights into the sports management of organizations in the sports sector and will be able to analyze and present procedural and structural organizational issues in the sports and leisure industry (organizational change; special features of international sport organizations).

With this background, they will be able to further develop and establish the structures of corresponding organizations.

International and intercultural relevance:

Working with (inter-) national sports and leisure companies

Examples from international organizations and companies in the sports and leisure segment

Practical relevance:

Management and policy concepts in the sports and leisure industry

Business and economic methods in the sports and leisure industry

Social competence

Projects, events, guest lectures, excursions (together with students from different semesters and study programs)

In particular, sports science-based management concepts and methods with high relevance for the sustainable sport and leisure industry

Students will expand and deepen their ability to use modern presentation techniques, their project and team work skills, as well as their scientific working skills.

After successfully completing this module, students will:

be able to understand and analyze service-oriented questions and special aspects of the sports and leisure industry and then map them in planning models.

be able to apply in-depth knowledge about planning and control methods in sports and leisure management (planning marketing instruments strategically, as well as operational implementation)

be able to describe, develop, plan and design service-specific processes in sports and leisure management.

be able to plan service-oriented strategies and concepts in sports and leisure management.

[updated 23.02.2024]

### **Module content:**

This module deals with topics and projects from the field of sports science, sports and leisure management, with the following areas in particular:

Developments in and perspectives of the sports and leisure industry

Sports and event marketing

Modern consumption theory approaches in sports and leisure management

Advanced scientific and methodological knowledge in sports and leisure management

The strategic marketing of sports and leisure facilities

Marketing mix instruments (product, price, communication and distribution policy) in a regional, national and international context

Differentiation of sport and leisure offers

Adventure-oriented offers and projects in leisure, sports and tourism

The module covers the practical development and implementation of sport projects.

Processes and their management within the framework of sports, adventure and experience-oriented offers: subjective experience, emotions, social dynamics, problem solving, reflection and transfer potential between work, leisure, sports and tourism.

(Framework) conditions and forms of sports science practice (nature sports activities, play and adventure pedagogy in urban areas, designing fields of experience for the senses, adventure and adventure sports and tourism).

Integration of sports and experience-oriented approaches in various areas in leisure, sports, tourism

Creating spaces for sports experiences

- Students will be able to analyze, design and evaluate spaces for sports experiences - together with other disciplines (architecture, design, media design, engineering, medicine, sports science, geography, economics, etc.).

The module discusses the increasing importance of staged worlds of experience and offers in sports - in particular:

- Staging incentives and events in sports
- Staging events in leisure, sports, tourism
- Cross-disciplinary staging techniques
- Creating staging concepts in cooperation with other associated trades
- As part of the examination, students will be expected to develop their own concept for an offer in the field of sports, present it in a presentation using suitable media and, if necessary, implement it.

The will students have in-depth knowledge about sports science and sports management, including:

- Intra- and extraspportive perspectives of meaning, methodological decisions,
- The analysis of team building models and models for the (re-)integration of individuals (with regard to the feasibility of the models),
- Recreational and popular sports
- Competitive sports
- Organization in the sports sector
- Preventative and rehabilitation sports
- Sport sociology and psychology
- Training theory
- Developments and perspectives in sports and the sports industry
- Sports and tourism
- Sports marketing
- Modern consumption theory approaches in sports and sport management
- Basics of sports management
- Strategic marketing of organizations in the sports sector
- Marketing mix instruments (product, price, communication and distribution policy) in a regional, national and international context

The module structure helps students develop key competencies such as presentation skills, delegation and teamwork skills, conceptual interdisciplinary and creative thinking, and the ability to implement concepts operationally.

Students will work on subtasks individually and/or in groups.

[updated 23.02.2024]

### **Teaching methods/Media:**

Seminaristic lecture

SOL - Self-organized learning

SRL - Self-regulated learning

Case studies (where appropriate, study trips)

Role playing

Group work (independent concept development and presentation, as well as in certain cases, realization)

Discussions with fellow students and third parties

Presentations and preparation of documentation/papers

On the basis of selected data material and case studies, students will learn to develop concepts independently, analyze and implement them and reflect on them.

[updated 23.02.2024]

### **Recommended or required reading:**

Literature:

Depends on the respective topic

Information on introductory literature can be found in the respective module description under

Recommended prerequisites

Current literature lists will be made available to students at the beginning of the semester (exemplary references):

- Bischof, R., Event-Marketing Emotionale Erlebniswelten schaffen, Zielgruppen nachhaltig binden, Berlin, aktuellste Auflage
- Csikszentmihalyi, M./Jackson, S.A.: Flow im Sport. München 2000
- Csikszentmihalyi, M.: Das Flow-Erlebnis. Stuttgart 1993
- FdSnow, Fachzeitschrift für den Skisport, Freunde des Skisports im Deutschen Skiverband
- Finger, Claus, Gayler, Brigitte, Animation im Urlaub: Handbuch für Planer und Praktiker, Oldenbourg Verlag, 2003
- Forsberg, K. et al, (2000), Visualizing Project Management, A model for business and technical success, Second Edition, John Wiley and Sons Inc.
- Freyer, W., Sport-Marketing: Modernes Marketing-Management für die Sportwirtschaft, Berlin, aktuellste Auflage
- Hayes, N., Saving Sailing, Crickhollow, Milwaukee, 2009, How and more importantly why? A provocative argument and action plan sure to appeal to sailors everywhere for the revival of family sailing . . . and quality uses of free time for rewarding intergenerational pastimes, lifelong hobbies, and free-time pursuits.
- Hoyer, R., Sport management: principles and applications, 2. Auflage, Elsevier, Amsterdam u. a., 2009
- Institut für Mobilitätsforschung (Hrsg.), Erlebniswelten und Tourismus, Springer, Berlin, 2004
- John Dattilo, Leisure education program planning: a systematic approach, Venture Publishing, 2008
- Letzner, V., Tourismusökonomie Volkswirtschaftliche Aspekte rund ums Reisen, Oldenbourg, München, 2010
- Managing Change in Tourism: Creating Opportunities - Overcoming Obstacles, Thomas Bieger, Peter Keller (Herausgeber), Berlin, aktuellste Auflage (weitere siehe: [http://www.alexandria.unisg.ch/Publikationen/Zitation/Thomas\\_Bieger](http://www.alexandria.unisg.ch/Publikationen/Zitation/Thomas_Bieger))
- Neumann, P.: Das Wagnis im Sport. Schorndorf 1999
- Nufer, G., Bühler, A., (Hrsg.), Management und Marketing im Sport Berlin, aktuellste Auflage (weitere siehe: <http://homepages.uni-tuebingen.de/gerd.nufer/index.html>)
- Opaschowski, H., Das gekaufte Paradies, Germa Press, Hamburg, latest edition
- Opaschowski, H., Tourismus, Leske und Budrich, Opladen, latest edition
- Opaschowski, H.W.: Deutschland 2020. Wie wir morgen leben Prognosen der Wissenschaft. Wiesbaden 2006
- Opaschowski, H.W.: Freizeitökonomie Marketing von Erlebniswelten. Opladen 1995
- Opaschowski, H.W.: Xtrem Der kalkulierte Wahnsinn. Hamburg 2000
- Reinhold Popp, Marianne Schwab, Pädagogik der Freizeit, Hohengehren, 2003
- Schilling, J., Planung von Ferienlagern und Freizeiten, München, 1981
- Schulze, G.: Die Erlebnisgesellschaft, Kultursoziologie der Gegenwart Frankfurt 1995
- Steinecke, A. (Hrsg.), Erlebnis- und Konsumwelten, Oldenbourg, München, 2000
- Wopp, Ch.: Entwicklungen und Perspektiven des Freizeitsports. Meyer & Meyer, Aachen 1995
- Green Champions in Sport and Environment, Guide to environmentally-sound large sporting events, German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, German Olympic Sports Confederation, Berlin, 2007
- Haedrich, G., Kaspar, C. u. a. (Hrsg.), Tourismus-Management, 3. Auflage, de Gruyter, Berlin u. a., 1998

- Hobel, B. and Schütte, S. (2006), Projektmanagement, Wiesbaden, Betriebswirtschaftlicher Verlag Gabler
- Holloway, C., The business of tourism, 7. Auflage, Pearson Education, London, 2006
- Hoyle, L., Event marketing how to successfully promote events, festivals, conventions and expositions, Wiley, New York, aktuellste Auflage
- Hungenberg, H., Problemlösung und Kommunikation, München, aktuellste Auflage
- Drina Kunkel, Als Animateur ins Ausland: Gästebetreuung zwischen Traum und Wirklichkeit ; Jobs, Bewerbung, Tipps und Adressen, Ausbildung in Tourismus & Freizeit ; [Hotels, Campingplätze, Clubanlagen, Kreuzfahrtschiffe ; Bewerbung, Fakten, Strategien, Tipps und Adressen ; Saison 2005], 2004
- Herold, H., und C., Selbstorganisiertes Lernen in Schule und Beruf, 2013

[updated 23.02.2024]

## Stakeholders in the Leisure, Sport and Tourism Sectors

<b>Module name (EN): Stakeholders in the Leisure, Sport and Tourism Sectors</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MFSTM-120
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (90 min. / Can be repeated semesterly)  [updated 20.01.2020]
<b>Applicability / Curricular relevance:</b>  DFMM-MFSTM-120 <u>Management Sciences, Master, ASPO 01.10.2018</u> , semester 1, optional course MFSTM-120 (P440-0001, P620-0124) <u>Leisure, Sports, Tourism Management, Master, ASPO 01.04.2017</u> , semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:****Module coordinator:**

Prof. Dr. Achim Schröder

**Lecturer:** Prof. Dr. Achim Schröder

[updated 17.08.2020]

**Learning outcomes:**

After successfully completing this module, students will be able to:

- \_ explain the economic importance of the leisure, sports and tourism industries at home and abroad,
- \_ identify key players in the leisure, sports and tourism industry, as well as their offers and concepts,
- \_ identify the connections between the current market situation of the leisure, sports and tourism industry and its essential framework conditions,
- \_ describe current developments and predict future developments, as well as derive their significance for the leisure, sports and tourism industries,
- \_ work in a team or alone to prepare a well-founded market analysis for individual segments of the leisure, sports and tourism industry and document the key results of the study, as well as communicate them to the group in a presentation.

[updated 20.01.2020]

**Module content:**

- \_ Influencing factors and framework conditions in the leisure, sports and tourism industries
- \_ Current market situation and trends among players in the leisure, sports and tourism industries
- Hotels and restaurants
- Travel agencies and tour operators
- Means of transport and infrastructure providers
- Museums (open-air and local history museums, art and technology museums)
- Castles, palaces, antiquities
- Botanical and zoological gardens
- Concert halls and theaters
- Event organizers
- Sports arenas and halls, sports infrastructure providers (mountain railways and marinas),
- Theme and amusement parks
- Theme worlds and brand lands, factory outlets and shopping malls, urban entertainment centers
- Wellness, medical wellness and swimming pools
- Holiday and camping parks
- Cinema and audio-visual organizers (e.g. multiplex cinemas)
- Amusement companies
- \_ Future perspectives

[updated 20.01.2020]

**Teaching methods/Media:**

- \_ Seminaristic lecture course
- \_ Case studies (where appropriate, study trips)
- \_ Group work (concept development and presentation)

- \_ Discussions with fellow students and third parties
- \_ Presentations and preparation of documentation/papers

On the basis of selected data material and case studies, students will learn to develop concepts independently, implement and reflect on them.

[updated 20.01.2020]

**Recommended or required reading:**

- \_ Becker, Chr.; Hopfinger, H.; Steinecke, A. (Hrsg.): Geographie der Freizeit und des Tourismus. Bilanz und Ausblick, 3. Auflage, Oldenbourg, München, Wien, latest edition
- \_ Breidenbach, R., Freizeitwirtschaft und Tourismus, latest edition
- \_ Dettmer, H. (Hrsg.), Tourismus-Marketing-Management, Oldenbourg, München, 1999
- \_ Freyer, W. (Hrsg.), Tourismus: Einführung in die Fremdenverkehrsökonomie, latest edition
- \_ Opaschowski, H.W., Freizeitwirtschaft - Die Leitökonomie der Zukunft. Zukunft. Bildung. Lebensqualität, 2007
- \_ Page, J.P.; Connell, J.: Tourism. A Modern Synthesis, latest edition
- \_ Schulz, A., Berg, W., Gardini, M. A., Kirstges, T., Eisenstein, B., Grundlagen des Tourismus. Lehrbuch in 5 Modulen, Oldenbourg, München, latest edition
- \_ Siller, L.: Strategisches Management alpiner Destinationen: Kultur als Wettbewerbsvorteil für nachhaltigen Erfolg. (Schriften zu Tourismus und Freizeit;10) Berlin, 2010
- \_ Steinecke, A.: Tourismus. (Das Geographische Seminar) Braunschweig, latest edition

[updated 20.01.2020]

## Strategy and Transaction Consulting

<b>Module name (EN): Strategy and Transaction Consulting</b>
<b>Degree programme:</b> <u>Management Sciences, Master, ASPO 01.10.2018</u>
<b>Module code:</b> DFMM-MARPF-240
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)
[updated 05.12.2019]

**Applicability / Curricular relevance:**

DFMM-MARPF-240 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course  
MARPF-240 (P420-0330) Accounting and Finance, Master, ASPO 01.10.2017 , semester 2, mandatory course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:****Module coordinator:**

Prof. Dr. Alexander Pöschl

**Lecturer:** Prof. Dr. Alexander Pöschl

[updated 17.08.2020]

**Learning outcomes:**

The goal of this module is to convey advanced methods of management consulting within the context of the strategic positioning of competitive medium-sized and large companies. In order to achieve a desired market position and competitive advantages, organic and acquisition growth strategies will be designed using a "method toolbox".

**Competencies:**

After successfully completing this module, students will have in-depth knowledge about the components and procedures of strategic management and the role of transaction consulting in this context.

**Methodical competence:**

Students will learn and be able to use relevant management and consulting methods in the form of a "method toolbox".

They will be able to apply these methods to specific cases.

They will have improved their ability to think in a structured and transdisciplinary manner.

**Social competence:**

Students will have strengthened their ability to analyze, structure and argue.

[updated 05.12.2019]

**Module content:**

Strategic Management and Strategy Consulting

- Company and environmental analysis
- Formulating a strategy
- Implementing strategies
- Strategy control
- Special consulting methods

Mergers & acquisitions and transaction consulting

- Classifying transactions (transaction goals, horizontal/vertical integration, etc.)

- Characteristics and limits of mergers & acquisitions
- Historical and current case studies

Transaction procedures

- Initiation
- Evaluation
- Realization and post-merger integration

[updated 05.12.2019]

**Teaching methods/Media:**

Lecture, discussions, case studies and assignments in small groups

[updated 05.12.2019]

**Recommended or required reading:**

[still undocumented]

## Supply Chain Planning

**Module name (EN): Supply Chain Planning**

**Degree programme:** Management Sciences, Master, ASPO 01.10.2018

**Module code:** DFMM-MASCM-210

**Hours per semester week / Teaching method:**

4VU (4 hours per week)

**ECTS credits:**

6

**Semester:** 1

**Mandatory course:** no

**Language of instruction:**

German

**Assessment:**

Written exam and composition with presentation (60 minutes / Weighting 1:2 / Can be repeated semesterly)

[updated 13.09.2018]

**Applicability / Curricular relevance:**

DFMM-MASCM-210 Management Sciences, Master, ASPO 01.10.2018 , semester 1, optional course  
 MASCM-210 (P420-0346, P420-0347, P620-0131) Supply Chain Management, Master, ASPO 01.04.2016 ,  
 semester 2, mandatory course  
 MASCM-210 (P420-0346, P420-0347, P620-0131) Supply Chain Management, Master, ASPO 01.04.2017 ,

semester 2, mandatory course

**Workload:**

60 class hours (= 45 clock hours) over a 15-week period.  
The total student study time is 180 hours (equivalent to 6 ECTS credits).  
There are therefore 135 hours available for class preparation and follow-up work and exam preparation.

**Recommended prerequisites (modules):**

None.

**Recommended as prerequisite for:**

**Module coordinator:**

Prof. Dr. Thomas Bousonville

**Lecturer:** Prof. Dr. Thomas Bousonville

[updated 17.08.2020]

**Learning outcomes:**

After having successfully completed this module, the student will be able to:

- \_ explain a framework of the strategic, tactical and operational planning tasks inherent to modern supply chain management,
- \_ describe the demand planning process, select appropriate forecasting techniques and interpret the results,
- \_ set up quantitative models for aggregated planning decisions and use computer tools to solve them,
- \_ assess decisions about the centralization of inventories in a single stage supply chain,
- \_ apply strategies for positioning inventories along different stages of a multi-echelon supply chain,
- \_ name criteria that impact the design of today's global production and distribution (and reverse logistics) networks and use models to make a cost-based evaluation of different network options,
- \_ name the major players in retail supply chains and describe concepts that support the integration of retailers and consumer goods manufacturers to improve overall SC performance.

[updated 13.09.2018]

**Module content:**

1. Introduction to planning tasks along the supply chain
  - 1.1 Why decision-oriented supply chain management matters
  - 1.2 The supply chain planning matrix
  - 1.3 Postponement and optimal product availability
2. Demand planning
  - 2.1 The demand planning process: steps, stakeholders, objectives
  - 2.2 Types of forecasting techniques
  - 2.3 Time series forecasting: scope of application, error measures for quality assessment
3. Aggregated planning
  - 3.1 Objectives and the process in aggregated planning
  - 3.2 Level and chase strategy
  - 3.3 Decision models for mid-term capacity planning
4. Inventory management in supply chains
  - 4.1 Centralization of inventories in single-echelon supply chains

4.2 Inventory positioning in multi-echelon supply chains

5. Supply chain design

5.1 Globalization and international production networks

5.2 Quantitative and qualitative criteria for production network reconfiguration

5.3 Models and methods for production network reconfiguration

6. SCM in retailing and the consumer goods industry

6.1 The relationship between consumer goods producers and retailers

6.2 Efficient Consumer Response (ECR) and Vendor Managed Inventories

6.3 Process cost perspective on retailing supply chains

*[updated 13.09.2018]*

**Teaching methods/Media:**

Lecture, case studies und exercises on the computer, field trip

*[updated 13.09.2018]*

**Recommended or required reading:**

Chopra, Sunil/Meindl, Peter: Supply Chain Management. Latest ed., Upper Saddle River, NJ

Stadtler, H., Kilger, C.: Supply Chain Management and Advanced Planning, Latest ed., Berlin, Heidelberg

Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E.: Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Latest ed., McGraw-Hill, Boston

Stadtler, H./Kilger, Ch. (ed.): Supply Chain Management and Advanced Planning. Concepts, Models, Software and Case Studies, Latest ed., Springer, Berlin

*[updated 13.09.2018]*