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# Module Catalog

Bachelor's degree (BA)  
City and Regional Management (SRM)

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## List of Abbreviations

### General abbreviations:

SWS	Contact hours (45 min. each) per week
CP	Credit points according to the European Credit Transfer System (ECTS)

### Mentioned degree programs:

SRM	City and Regional Management
SPM	Sports Management
TM	Tourism Management

### Course type:

V	Lecture
Ü	Exercise course
S	Seminar
B	Supervision

### Forms of examination:

KL	Written exam with duration: KL40 = 40 min., KL60 = 60 min., KL80 = 80 min., KL100 = 100 min., KL120 = 120 min.
HA	Term paper
PA	Project work
RE	Paper and presentation
SB	Portfolio (collection of lecture notes and assignments)
EP	Electronic exam
EW	Draft
BA	Bachelor's thesis
KO	Defense

## 1. Term 1

### AL1 Introduction to Business Administration

No: AL1	Mandatory module: Introduction to Business Administration	Language: German		Credit points: 8	
		Frequency: Each fall term		Term: 1	
	Prerequisites for participation: none	Workload: 240h		Form of examination: KL100	
Contact hours: 75h		Self-study hours: 165h			
Courses:		Module commissioner: Prof. Dr. Andreas Burth		Teaching and learning types:	Scope (SWS):
Fundamentals of Business Administration				V+Ü	3
Business Management				V+Ü	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>  <u>Fundamentals of Business Administration:</u> - Subject of BA - Constitutive decisions - Production and utilization of goods and services - Accounting and finance  <u>Business Management:</u> - Corporate management/controlling - Organization - Human resources					
<b>Learning objectives and competencies to be imparted</b>  <u>Fundamentals of Business Administration:</u> Students become familiar with the fundamentals of business administration with regard to constitutive decisions and ongoing entrepreneurial decisions in the operational functional areas and gain insight into the special features of the business view of services.  <u>Business Management:</u> Students learn the basics of corporate governance and management and develop an understanding of operational management tasks and decision-making contexts.					

**Literature and teaching aids**Fundamentals of Business Administration:

Grönroos, C. (2015): Service Management and Marketing: Managing the Service Profit Logic, 4th edition, Wiley, West Sussex.

Thommen, J.-P./Achleitner, A.-K./Gilbert, D. U./Hachmeister, D./Kaiser, G. (2018): Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, 8th edition, Springer Gabler, Wiesbaden.

Vahs, D./Schäfer-Kunz, J. (2012): Einführung in die Betriebswirtschaftslehre, 7th edition, Schäffer-Poeschel, Stuttgart.

Wöhe, G./Döring, U./Brösel, G. (2016): Einführung in die Allgemeine Betriebswirtschaftslehre, 26th edition, Vahlen, Munich.

Lecture notes/exercises

Business Management:

Hinterhuber, H. (2015): Strategische Unternehmensführung, 9th edition, ESV, Berlin.

Krüger, W. (2015): Business Management: Grundlagen des Managements, Schäffer-Poeschel, Stuttgart.

Müller, H.-E. (2017): Business Management: Strategie, Management, Praxis, 3rd edition, Oldenbourg, Berlin/Boston.

Robbins, S. P./Coulter, M./Fischer, I. (2017): Management: Grundlagen der Unternehmensführung, 12th edition, Pearson, Hallbergmoos.

Vahs, D./Schäfer-Kunz, J. (2012): Einführung in die Betriebswirtschaftslehre, 7th edition, Schäffer-Poeschel, Stuttgart.

Wöhe, G./Döring, U./Brösel, G. (2016): Einführung in die Allgemeine Betriebswirtschaftslehre, 26th edition, Vahlen, Munich.

Lecture notes/exercises

**AL2 Introduction to Economics and Law**

<b>No:</b> AL2	<b>Mandatory module:</b> Introduction to Economics and Law	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 1	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Introduction to Economics (VWL I)				V+Ü	2
Introduction to Private Business Law				V+Ü	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Introduction to Economics (VWL I)</u>					
<ul style="list-style-type: none"> <li>- Introduction to the workings of economics, economic thinking</li> <li>- Theory of rational decisions</li> <li>- Fundamentals of the theory of supply and demand in the presence of full competition</li> <li>- Main features of the general equilibrium theory (market equilibrium)</li> <li>- Elasticities in supply and demand</li> <li>- Market regulations (state intervention and welfare)</li> <li>- Legitimacy of government intervention in the case of externalities and public goods</li> <li>- Introduction to budget theory</li> <li>- Introduction to the production and cost theory of enterprises</li> <li>- Market types corporate behavior in the presence of imperfect competition</li> </ul>					
<u>Introduction to Private Business Law:</u>					
<ul style="list-style-type: none"> <li>- Fundamentals and concepts of law</li> <li>- Separation of powers</li> <li>- Structure of the BGB</li> <li>- Case processing and subsumption</li> <li>- Abstraction principle</li> <li>- Legal subjects and objects</li> <li>- Declaration of intent; contract</li> <li>- Defects of the legal transaction</li> <li>- Representation (including procuration and power of attorney)</li> <li>- Condition; time limits and statute of limitations</li> <li>- Concept and origin of the debt relationship</li> <li>- Performance obligations, time and place; involvement of third parties</li> <li>- Damages (types, scope and calculation)</li> <li>- Liability for vicarious agents, termination of the obligatory relationship, default in the obligatory relationship</li> <li>- Liability for breach of contract, contract with protective effect in favor of third parties</li> <li>- General terms and conditions</li> <li>- Fundamentals of the law of commercial enterprises (concept of merchant and types of merchants)</li> <li>- Commercial company and register</li> </ul>					

### Learning objectives and competencies to be imparted

#### Introduction to Economics (VWL I):

The course is designed to provide a basic understanding of economic thinking and is intended as an introductory course in economics. Students will become familiar with the essential concepts of economic analysis. Basic microeconomic models are presented, the functioning of markets is explained, and economic policy implications are addressed. The module provides students with the basic skills to describe and analyze economic issues that will be studied in the rest of the program.

#### Fundamentals of Private Business Law:

Students should have knowledge of the basics of law and will receive an introduction to the general part of the German Civil Code as well as to the law of obligations and business law.

In this course, students learn terms, gain knowledge, develop connections, and are taught the skills (especially subsumption technique/expertise style) to gain the ability to solve practical cases independently.

### Literature and teaching aids

#### Introduction to Economics (VWL I):

Krugman, P./Wells, R. (2017): Volkswirtschaftslehre, 2nd edition, Schäffer-Poeschel, Stuttgart.

Herrmann, M./John, S. L. (2017): Arbeitsbuch Volkswirtschaftslehre, Schäffer-Poeschel, Stuttgart.

Mankiw, G./Taylor, M. P. (2018): Grundzüge der Volkswirtschaftslehre, 7th edition, Schäffer-Poeschel, Stuttgart.

Piekenbrock, D./Hennig, A. (2013): Einführung in die Volkswirtschaftslehre und Mikroökonomie, 2nd edition, Springer Gabler, Berlin/Heidelberg.

Fritsch, M. (2018): Marktversagen und Wirtschaftspolitik: mikroökonomische Grundlagen staatlichen Handelns, 10th edition, Vahlen, Munich.

Sperber, H. (2016): Wirtschaft verstehen: 112 Lernmodule zur VWL, 5th edition, Schäffer-Poeschel, Stuttgart.

Varian, H. (2016): Grundzüge der Mikroökonomie, 9th edition, De Gruyter Oldenbourg, Berlin/Boston.

#### Introduction to Private Business Law:

Führich, Ernst R.: Schuldrecht BT, current edition, Vahlen, Munich (subject to change of publisher)

Klunzinger, Eugen: BGB AT: mit Einführung in das Recht, current edition, Vahlen, Munich (subject to change of publisher)

Müssig, P.: Wirtschaftsprivatrecht, current edition, C.F. Müller, Heidelberg (subject to change of publisher)

Oetker, H.: Handelsrecht, current edition, Springer, Berlin/Heidelberg (subject to change of publisher)

Wörten, R.; Metzler-Müller, K.: BGB AT: mit Einführung in das Recht, current edition, Vahlen, Munich (subject to change of publisher)

Wörten, R.; Metzler-Müller, K.: Schuldrecht AT, current edition, Vahlen, Munich (subject to change of publisher)

Wörten, R.; Metzler-Müller, K.: Schuldrecht BT, current edition, Vahlen, Munich (subject to change of publisher)

Slide sets and assignment sheets

**AL3 Methods and Skills**

<b>No:</b> AL3	<b>Mandatory module:</b> Methods and Skills	<b>Language:</b> German		<b>Credit points:</b> 3	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 1	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 90h		<b>Form of examination:</b> SB	
<b>Contact hours:</b> 45h		<b>Self-study hours:</b> 45h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Brigitte Wotha		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Academic Skills and Methods in City and Regional Management				S	2
Learning to Study				S	1
Parts of the module are used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Academic Skills and Methods in City and Regional Management</u>					
<ul style="list-style-type: none"> <li>- Types of scientific work (term papers, presentations, seminar papers, bachelor theses)</li> <li>- Research techniques (literature acquisition, internet research, literature evaluation)</li> <li>- Topic identification, outline creation</li> <li>- Structure of scientific papers (content and formal guidelines), in particular: <ul style="list-style-type: none"> <li>o Citation (basics, technique, bibliography)</li> <li>o Text design (layout, wording)</li> <li>o Title pages and directories</li> <li>o Representations, tables</li> </ul> </li> </ul>					
<u>Learning to Study</u>					
<ul style="list-style-type: none"> <li>- Time management and work organization</li> <li>- Learning techniques and working methods</li> <li>- Reading techniques</li> <li>- Creativity techniques (e.g. intuitive, discursive techniques)</li> <li>- Working in a team</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Academic Skills and Methods in City and Regional Management</u>					
Students learn basic elements of scientific work, can document projects accompanying their studies, prepare their own written work and prepare presentations in a structured manner. They develop scientific understanding in such areas as textual analysis, interpretation of statistical data, selection of scientific literature, problematization, and hypothesis development.					
<u>Learning to Study</u>					
In the course "Learning to Study", after an introduction to the basics of time and work planning, individual and/or group-specific planning models are designed, among other things. The course focuses on activating methods, such as (small) group work and practical exercises, one's own organizational skills and time and self-management are strengthened and the skills to manage a team are developed.					



The course is designed to assist in increasing one's organizational skills, including time and self-management, in order to face future tasks with confidence and aplomb.

### **Literature and teaching aids**

#### Academic Skills and Methods in City and Regional Management

Baade, J./Gertel, H./Schlottmann, A. (2014): Wissenschaftlich arbeiten: Ein Leitfaden für Studierende der Geographie, 3rd ed., UTB, Bern/Stuttgart/Vienna.

Bastian, J./Groß-Mylnek, L. (2019): Lerntechniken und Wissensmanagement: Wissen speichern und verwerten, 3rd ed., UTB, Konstanz/Munich.

Berger-Grabner, D. (2016): Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften - Hilfreiche Tipps und praktische Beispiele, 3rd edition, Springer Gabler, Wiesbaden.

Boos, E. (2010): Das große Buch der Kreativitätstechniken, Compact-Verlag, Munich.

Ebster, C./Stalzer, L. (2017): Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler, 5th edition, Facultas/UTB-Taschenbuch, Vienna.

Esselborn-Krumbiegel, H. (2007): Leichter Lernen: Strategien für Prüfung und Examen, 2nd edition, UTB, Paderborn.

Franck, N./Stary, J. (2013): Die Technik wissenschaftlichen Arbeitens, 17th edition, Schöningh, Paderborn.

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

Preißner, A. (2012): Wissenschaftliches Arbeiten: Internet nutzen, Text erstellen, Überblick behalten, 3rd edition, Oldenbourg, Munich.

Rossig, W. E./Prätsch, J. (2011): Wissenschaftliche Arbeiten: Leitfaden für Haus- und Seminararbeiten, 9th edition, BerlinDruck, Achim.

Stickel-Wolf, C./Wolf, J. (2019): Wissenschaftliches Arbeiten und Lerntechniken, 9th edition, Springer Fachmedien, Wiesbaden.

Theisen, M. R. (2017): Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit, 17th edition, Vahlen, Munich.

#### Learning to Study

Geuenich, B./Hammelmann, I./Havas, H./Mündemann, B./Novac, K./Solms, A. (2015): Das große Buch der Lerntechniken: Effektives Lernen leicht gemacht, Compact-Verlag, München.

Haeske, U. (2008): Team- und Konfliktmanagement, 3rd edition, Cornelsen, Berlin.

Rost, F. (2018): Lern- und Arbeitstechniken für das Studium, 8th edition, Springer VS, Wiesbaden.

**AL4 Social Competence**

<b>No:</b> AL4	<b>Mandatory module:</b> Social Competence	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 1	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> RE	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Brigitte Wotha		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Communication and Rhetoric				S	2
Ethics/Gender/Diversity				S	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<p><u>Communication and Rhetoric:</u></p> <ul style="list-style-type: none"> <li>- The basic mental qualities: self-acceptance, emotional expressiveness</li> <li>- External appearance: posture, facial expression, gestures</li> <li>- Speaking: breathing, articulation, intonation, modulation, pauses in speech, volume</li> <li>- Speech: discipline of thought, structures, argumentation, persuasiveness, credibility</li> <li>- The linguistic design: stylistic devices, grammar, eloquence, language code</li> <li>- Communication: models, patterns, roles, perception, successful and confident communication</li> <li>- Presentation: guiding objectives, content, partner statement, self-statement</li> <li>- Moderation: target group analysis, creativity methods, decision-making and consensus-building</li> </ul> <p><u>Ethics/Gender/Diversity</u></p> <ul style="list-style-type: none"> <li>- Theoretical foundations and practical implementation of business ethics and sustainability</li> <li>- Theoretical foundations and practical implementation of gender mainstreaming</li> <li>- Theoretical foundations and practical implementation of diversity management</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Communication and Rhetoric</u></p> <p>In the course Communication and Rhetoric, after an introduction to the basics of rhetoric and through practical exercises, students are able to apply and reflect on various presentation, communication and moderation techniques as appropriate to the situation. Participant-activating methods such as small group work and short presentations enhance students' own rhetorical skills, increase their communication and moderation skills in dealing with smaller and larger groups, and strengthen their self-awareness and self-confidence.</p> <p><u>Ethics/Gender/Diversity</u></p> <p>Students learn the basic theories and approaches to business ethics, gender mainstreaming, and diversity management. They have a canon of methods for implementing sustainable, gender-responsive and diversity-oriented work. The course supports students in their personal development and teaches them key skills in leadership. The insights gained from group work, role plays and presentations enable them to consciously consider their values. Through case studies, they learn how to develop and apply gender mainstreaming and diversity tools for corporate practice and in relation to the fields of their degree program.</p>					
<b>Literature and teaching aids</b>					

Communication and Rhetoric:

Hartmann, M./Funk, R./Nietmann, H. (2018): Präsentieren: Präsentationen: zielgerichtet, adressatenorientiert, nachhaltig, 10th ed., Beltz, Weinheim/Basel.

Hey, B. (2019): Präsentieren in Wissenschaft und Forschung, 2nd ed., Springer Gabler, Berlin.

Reynolds, G. (2013): Zen oder die Kunst der Präsentation: Mit einfachen Ideen gestalten und präsentieren, 2nd ed., dpunkt.verlag, Heidelberg.

Schilling, G./Schildt, T. (2012): Angewandte Rhetorik und Präsentationstechnik: Der Praxisleitfaden für Vortrag und Präsentation, Schilling, Berlin.

Schulz von Thun, F. (2016): Miteinander reden 1, 53rd ed., Rowohlt Taschenbuchverlag, Reinbek near Hamburg.

Schulz von Thun, F. (2016): Miteinander reden 2, 35th ed., Rowohlt Taschenbuchverlag, Reinbek bei Hamburg.

Watzlawick, P./Beavin, J. H./Jackson, D. D. (2017): Menschliche Kommunikation - Formen, Störungen, Paradoxien, 13th ed., Huber Verlag, Bern.

Ethics/Gender/Diversity:

Brühl, R. (2018): Corporate Social Responsibility, Vahlen, München.

Dietzfelbinger, D. (2015): Praxisleitfaden Unternehmensethik, 2nd ed., Gabler, Wiesbaden.

Leal Filho, W. (Ed.) (2017): Innovation in der Nachhaltigkeitsforschung: Ein Beitrag zur Umsetzung der UNO Nachhaltigkeitsziele, Springer Spektrum, Berlin.

**SL1 Introduction to Geography**

<b>No:</b> SL1	<b>Mandatory module:</b> Introduction to Geography	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 1	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> SB	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Introduction to Human Geography				S	2
Introduction to Regional Development				S	2
<b>Contents</b>					
<u>Introduction to Human Geography</u> - Theories and basic models of human geography - Central thematic complexes of the spatial organization of human action; in particular population geography, economic geography, globalization and urban geography - Links and parallels especially to the course Introduction to Regional Development					
<u>Introduction to Regional Development</u> - Conditions for regional development in Germany - Life cycles of regions - Indicators of regional development - Methods of empirical regional analysis - Competitiveness and location rankings - Analysis of spatial disparities - Fundamentals of selected spatial growth theories - Basics of regional economic policy - Practice of regional economic policy					
<b>Learning objectives and competencies to be imparted</b>					
<u>Introduction to Human Geography</u> Students learn basic theories, models, and concepts of general human geography. The focus is on relationships between societies and spatial environments. They are able to classify and evaluate present-day spatial structures. In exercises and discussions, they critically examine the fundamentals of the subject of geography. They analyze and reflect on processes currently taking place. Students develop skills in recognizing global, regional, and local linkages and interrelationships.					
<u>Introduction to Regional Development</u> The course provides students with basic knowledge of the background, dynamics and instruments of regional development. Spatial development processes are explained and analyzed with the help of different theories. Students will be able to describe and measure differences in regional development, learn about instruments of regional development with their strengths and weaknesses, and be able to apply them to concrete situations.					

**Literature and teaching aids**Introduction to Human Geography

Bähr, J./Gans, P. (2010): Bevölkerungsgeographie: Verteilung und Dynamik der Bevölkerung in globaler, nationaler und regionaler Sicht, 5th edition, Ulmer/UTB, Stuttgart.

Bähr, J./Jürgens, U. (2009): Stadtgeographie 2: Regionale Stadtgeographie - Stadtstrukturen und Stadttypen, 2nd edition, Westermann, Braunschweig.

Bathelt, H./Glückler, J. (2018): Wirtschaftsgeographie, 3rd edition, Ulmer/UTB, Stuttgart.

Freytag, T./Gebhard, H./Gerhard, U./Wastl-Walter, D. (2016): Humangeographie kompakt, Springer Spektrum, Berlin/Heidelberg.

Gebhardt, H./Glaser, R./Radtke, U. (Eds.; 2016): Geographie: Physische Geographie und Humangeographie, 2nd edition, Springer Spektrum, Berlin/Heidelberg.

Gebhardt, H./Glaser, R./Lentz, S. (Eds.; 2013): Europa - eine Geographie, Springer Spektrum, Berlin/Heidelberg.

Heineberg, H. (2017): Stadtgeographie, 5th edition, Schöningh, Paderborn.

Knox, P./Marston, S. (2008): Humangeographie, 4th edition, Springer Spektrum Akademischer Verlag, Heidelberg.

Lecture notes and exercises

Introduction to Regional Development

Bathelt, H./Glückler, J. (2018): Wirtschaftsgeographie: Ökonomische Beziehungen in räumlicher Perspektive, 4th edition, Eugen Ullmer, Stuttgart.

Bröcker, J./Fritsch, M. (Eds.; 2012): Ökonomische Geographie, Vahlen, München.

Chilla, T./Kühne, O. (2016): Regionalentwicklung, Eugen Ullmer, Stuttgart.

Kulke, E. (2017): Wirtschaftsgeographie, 6th ed., Schöningh, Paderborn.

Liefner, I./Schätzl, L. (2017): Theorien der Wirtschaftsgeographie, 11th edition, Schöningh, Paderborn.

Farhauer, O./Kröll, A. (2014): Standorttheorien: Regional- und Stadtökonomik in Theorie und Praxis, 2nd edition, Springer Gabler, Wiesbaden.

Study/teaching aids: lecture notes

**FS1 Business English I**

<b>No:</b> FS1	<b>Mandatory module:</b> Business English I	<b>Language:</b> English		<b>Credit points:</b> 3	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 1	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 90h		<b>Form of examination:</b> KL40	
<b>Contact hours:</b> 30h		<b>Self-study hours:</b> 60h			
<b>Course:</b>		<b>Module commissioner:</b> Dr. phil. Thomas Caplan		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Business English I				S	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<p><u>Business English I</u></p> <ul style="list-style-type: none"> <li>- Advanced grammar and communication basics</li> <li>- English vocabulary of economics and business administration</li> <li>- Strategic thinking</li> <li>- Motivation and personnel in the company</li> <li>- Personality traits</li> <li>- Team spirit and organization</li> <li>- Stakeholder theory</li> <li>- CSR</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Business English I:</u></p> <p>Students will build a basic vocabulary of business English and gain insight into the "mind of the manager" and the relationship to the customer and to co-workers through a variety of assignments and discussions. Students will be able to understand personality development and innovation in business. This seminar deals with the role of ideals in business and the work of a manager and gives insight into the philosophical background of the term "CSR". Furthermore, the term "customer" will be deepened and discussed.</p>					
<b>Literature and teaching aids</b>					
<p>Caplan, T. K. (2015): The Distinction of Human Being, Vernon Press, Delaware.</p> <p>Duckworth, M./Turner, R. (2012): Business Result, Upper-Intermediate, Univ. Press, Oxford.</p> <p>Dubicka, I./O’Keeffe, M. (2016): Market Leader, Advanced, 3rd ed., Pearson, London.</p> <p>Trappe, T./Tullis, G. (2016): Intelligent Business, Advanced, 5th ed., Pearson, London.</p>					

## 2. Term 2

### AL5 Introduction to Statistics

No: AL5	Mandatory module: Introduction to Statistics	Language: German		Credit points: 6	
		Frequency: Each spring term		Term: 2	
	Prerequisites for participation: none	Workload: 180h		Form of examination: KL80 / EP80	
Contact hours: 56h		Self-study hours: 124h			
Course:		Module commissioner: Prof. Dr. Andreas Burth		Teaching and learning types:	Scope (SWS):
Statistics and Computer-Aided Data Evaluation				V+Ü	4
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b> <ul style="list-style-type: none"> <li>- Basic statistical concepts (concepts of descriptive, inductive and explorative statistics, statistical data &amp; model building, population, scale levels &amp; characteristic expressions, grouped vs. classified data)</li> <li>- Descriptive statistics (representation of the primal list, one-dimensional frequency distributions, statistical key figures)</li> <li>- Inductive statistics/statistics with samples (concepts of probability, distributions, random variables, confidence intervals, hypothesis testing)</li> <li>- Bivariate data analysis (cross tabulations, correlations)</li> <li>- Multivariate data analysis</li> <li>- Basic use of statistical analysis applications, such as SPSS, MS-EXCEL, or R.</li> </ul>					
<b>Learning objectives and competencies to be imparted</b> <p>The purpose of this course is to introduce students to the application of descriptive and inferential statistics. They are enabled to prepare and analyze data from a sample. Students are able to draw conclusions about the population from the analysis of the sample data using methods of inferential statistics. The introduction to computer-aided data analysis aims at being able to analyze even extensive data sets. The possible applications, the basic handling as well as the execution and solution of simple statistical questions with the help of applications for statistical analysis are known and can be practically implemented.</p>					
<b>Literature and teaching aids</b> <p>Backhaus, K./Erichson, B./Plinke, W./Weiber, R. (2018): Multivariate Analysemethoden, Eine anwendungsorientierte Einführung, 15th ed., Springer Gabler, Berlin.</p> <p>Bühl, A. (2019): SPSS - Einführung in die moderne Datenanalyse ab SPSS 25, 16th ed., Pearson, Hallbergmoos.</p> <p>Fahrmeir, L./Heumann, C./Künstler, R./Pigeot, I./Tutz, G. (2016): Statistik: Der Weg zur Datenanalyse, 8th ed, Springer Spektrum, Berlin/Heidelberg.</p> <p>Kosfeld, R./Eckey, H. F./Türck, M. (2016): Deskriptive Statistik: Grundlagen - Methoden - Beispiele - Aufgaben, 6th ed., Springer Gabler, Wiesbaden.</p> <p>Marinell, G./Steckel-Berger, G. (2008): Einführung in die Statistik: Anwendungsorientierte Methoden zur Datenauswertung, 3rd ed., Oldenbourg, Munich.</p>					

Schira, J. (2016): Statistische Methoden der VWL und BWL, Theorie und Praxis, 5th ed., Pearson, Hallbergmoos.

Schnell, R./Hill, P./Esser, E. (2018): Methoden der empirischen Sozialforschung, 11th ed., De Gruyter Oldenbourg Verlag, Berlin/Boston.

Schuster, T./Liesen, A. (2017): Statistik für Wirtschaftswissenschaftler: Ein Lehr- und Übungsbuch für das Bachelor-Studium, 2nd ed., Springer Gabler, Berlin.

Schwarze, J. (2014): Grundlagen der Statistik 1 – Beschreibende Verfahren, 12th ed., NWB-Verlag, Herne.

Schwarze, J. (2013): Grundlagen der Statistik 2 – Wahrscheinlichkeitsrechnung und induktive Statistik, 10th ed., NWB-Verlag, Herne.

Schwarze, J. (2013): Aufgabensammlung zur Statistik, 7th ed., NWB-Verlag, Herne.

Wewel, M. C. (2019): Statistik im Bachelor-Studium der BWL und VWL: Methoden, Anwendung, Interpretation, 4th ed., Pearson, Hallbergmoos.

Quatember, A. (2017): Statistik ohne Angst vor Formeln, Das Studienbuch für Wirtschafts- und Sozialwissenschaftler, 5th ed., Pearson, Hallbergmoos.

Lecture notes and exercise material



**AL6 Marketing-Specific Fundamentals**

<b>No:</b> AL6	<b>Mandatory module:</b> Marketing-Specific Fundamentals	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 2	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 56h		<b>Self-study hours:</b> 124h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Market Research				V+Ü	2
Marketing				V+Ü	2
Parts of the module are used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Market Research:</u>					
<ul style="list-style-type: none"> <li>- Relevance and basic concepts of market research</li> <li>- Overview of the stages/phases of the market research process (definition, design, data acquisition, data analysis, documentation phase):</li> <li>- Formulation of a research problem &amp; determination of information needs</li> <li>- Strategy selection with determination of the research design (qualitative, quantitative and experimental investigation), information acquisition (own vs. third-party market research, primary and secondary market research, longitudinal vs. cross-sectional survey)</li> <li>- Determination of the selection methodology (survey principle, selection procedure, sample size) &amp; measurement methodology (scaling procedure, quality criteria)</li> <li>- Choice of data collection method: interview (oral, written, online, telephone), observation, panel, experiment</li> <li>- Implementation of the data collection and preparation of the data material</li> <li>- Statistical and graphical data analysis and data interpretation</li> </ul>					
<u>Marketing:</u>					
<ul style="list-style-type: none"> <li>- Conceptual basics</li> <li>- Strategic framework (vision, mission, corporate philosophy &amp; culture, corporate identity)</li> <li>- Environment and markets (macro vs. microenvironment, delineation of relevant markets)</li> <li>- Behavioral fundamentals (consumer and purchasing behavior)</li> <li>- Marketing management process <ul style="list-style-type: none"> <li>o Analysis and forecast</li> <li>o Planning (strategic vs. operational marketing: marketing objectives, strategies, marketing mix; marketing budgeting, marketing plan), with a focus on marketing strategies and instruments (product, price, communication and distribution policy)</li> <li>o Implementation</li> <li>o Control</li> </ul> </li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Market Research:</u>					
Students learn the elementary principles of market research. In doing so, they go through the individual stages of an ideal-typical market research process. The focus is on independently creating and conducting a primary					

survey. In addition, students will be able to obtain data from secondary sources of information and critically evaluate their quality.

#### Marketing:

Students learn basic terms as well as conceptual approaches and procedures of marketing. On the one hand, this knowledge relates to the basic understanding of marketing as a market- and customer-oriented mindset and as a phase-structured and task-specific marketing management process that is of central importance. On the other hand, it is about getting to know the methods, concepts and instruments of marketing, their goals and functions, characteristics and the areas of application as well as. Specific tasks and problems of marketing are to be discussed critically and practice-oriented.

#### **Literature and teaching aids**

##### Market Research:

Berekhoven, L./Eckert, W./Eilenrieder, P. (2009): Marktforschung: Grundlagen und praktische Anwendungen, 12th edition, Gabler, Wiesbaden.  
 Bühner, M. (2011): Einführung in die Test- und Fragebogenkonstruktion, 3rd edition, Pearson, Munich.  
 Cleff, T. (2015): Deskriptive Statistik und moderne Datenanalyse - Eine computergestützte Einführung mit Excel, SPSS und STATA, 3rd edition, Springer, Wiesbaden.  
 Diekmann, A. (2017): Empirische Sozialforschung: Grundlagen – Methoden – Anwendungen, 11th edition, Rowohlt, Hamburg.  
 Hammann, P./Erichson, B. (2000): Marktforschung, 8th edition, Lucius&Lucius, Stuttgart/New York.  
 Herrmann, A./Homburg, C./Klarmann, M. (2008): Handbuch Marktforschung: Methoden – Anwendungen – Praxisbeispiele, 3rd edition, Gabler, Wiesbaden.  
 Koch, J./Gebhardt, P./Riedmüller, F. (2016): Marktforschung, Grundlagen und praktische Anwendungen, 7th edition, DeGruyter Oldenbourg, Berlin/Boston.  
 Kuß, A. (2018): Marktforschung: Datenerhebung und Datenanalyse, 6th edition, Springer Gabler, Wiesbaden.  
 Magerhans, A. (2016): Marktforschung: Eine praxisorientierte Einführung, Springer Gabler, Wiesbaden.  
 Raab-Steiner, E./Benesch, M. (2018): Der Fragebogen: Von der Forschungsidee zur SPSS-Auswertung. 5th edition, Facultas, Vienna.  
 Schnell, R./Hill, P.B./Esser, E. (2018): Methoden der empirischen Sozialforschung, 11th edition, De Gruyter Oldenbourg, Berlin/Boston.  
 Weis, H. /Steinmetz, P. (2012): Marktforschung, 8th edition, Kiehl, Herne.  
 Lecture notes and exercise material

##### Marketing:

Bruhn, M. (2019): Marketing: Grundlagen für Studium und Praxis, 14th edition, Springer Fachmedien, Wiesbaden.  
 Becker, J. (2009): Marketing-Konzeption: Grundlagen des zielstrategischen und operativen Marketing-Managements, 11th edition, Vahlen, Munich.  
 Esch, F.-R./Herrmann, A./Sattler, H. (2017): Marketing, Eine managementorientierte Einführung, 5th edition, Vahlen, Munich.  
 Hermanns, A./Kiendl, S./van Overloop, P. (2007): Marketing: Grundlagen und Managementprozess, Vahlen, München.  
 Homburg, C. (2017): Grundlagen des Marketingmanagements: Einführung in Strategie, Instrumente, Umsetzung und Unternehmensführung, 5th edition, Gabler, Wiesbaden.  
 Kotler, P./Armstrong, G./Harris, L.C./Piercy, N. (2019): Grundlagen des Marketing, 7th edition, Pearson Studium, Munich.  
 Kotler, P./Keller, K./Opresnik, M. O. (2019): Marketing-Management: Konzepte - Instrumente - Unternehmensfallstudien, 15th edition, Pearson, Hallbergmoos.  
 Meffert, H./Burmann, C./Kirchgeorg, M. (2019): Grundlagen marktorientierter Unternehmensführung: Konzepte - Instrumente - Praxisbeispiele, 13th edition, Springer Gabler, Wiesbaden.  
 Nieschlag, R./Dichtl, E./Hörschgen, H. (2002): Marketing, 19th edition, Duncker & Humblot, Berlin.  
 Teichert, T./Trommsdorff, V. (2011): Konsumentenverhalten, 8th edition, Kohlhammer, Stuttgart.  
 Weis, C. (2019): Marketing, 18th edition, Kiehl, Herne.  
 Lecture notes and exercise material

**AL7 Economy and Society**

<b>No:</b> AL7	<b>Mandatory module:</b> Economy and Society	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 2	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 56h		<b>Self-study hours:</b> 124h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Macroeconomics and Economic Policy (VWL II)				V+Ü	2
Introduction to Political Science				V+Ü	2
<b>Contents</b>					
<p><u>Macroeconomics and Economic Policy (VWL II):</u></p> <ul style="list-style-type: none"> <li>- Coverage of macroeconomic events (GDP, unemployment, inflation)</li> <li>- Aggregate supply and demand, IS-LM model</li> <li>- Price indices and price levels (inflation and deflation)</li> <li>- Forms and measurement of unemployment</li> <li>- Business cycle and long-term growth</li> <li>- Savings and investment decisions</li> <li>- State budget and fiscal policy interventions</li> <li>- Money, banks, central bank and monetary policy</li> </ul> <p><u>Introduction to Political Science:</u></p> <ul style="list-style-type: none"> <li>- Basic concepts of political science</li> <li>- Democracy</li> <li>- Interest mediation</li> <li>- Pluralism</li> <li>- Corporatism</li> <li>- Power</li> <li>- Institution</li> <li>- State</li> <li>- Public management</li> <li>- Conflict vs. consensus</li> <li>- Legitimacy</li> <li>- Globalization</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Macroeconomics and Economic Policy (VWL II)</u></p> <p>After completing the module, students will be able to reproduce the fundamentals of macroeconomic relationships, answer economic policy questions using theoretical and model-based arguments, and apply macroeconomic models to concrete economic policy issues. The acquired knowledge from module AL2 (Microeconomics) will be extended and applied in the context of exercises. This promotes the ability to transfer knowledge, to reflect critically, to train analytical skills and to solve economic problems independently.</p>					

**Introduction to Political Science:**

The course provides a systematic overview of central political science terms and concepts (democracy, interest mediation, pluralism, corporatism, power, institution, state, public management, conflict, consensus, legitimacy, globalization,...) and their classification in political science theory building. Students will develop an understanding of the interaction of civic, private sector, and governmental actors in our society.

**Literature and teaching aids****Macroeconomics and Economic Policy (VWL II)**

Lecture notes and exercise material

Blanchard, O./Illing, G. (2017): Makroökonomie, 7th edition, Pearson, Hallbergmoos.

Krugman, P./Wells, R. (2017): Volkswirtschaftslehre, 2nd edition, Schäffer-Poeschel, Stuttgart.

Mankiw, N. G. (2017): Makroökonomik, 7th edition, Schäffer-Poeschel, Stuttgart.

Petersen, T. (2019): Makroökonomie Schritt für Schritt, 3rd edition, UKV Verlag, Munich.

**Introduction to Political Science:**

Berg-Schlosser, D./Stammen, T. (2012): Politikwissenschaft: Eine grundlegende Einführung, 8th edition, Nomos UTB, Baden-Baden.

von Beyme, K. (2017): Das politische System der Bundesrepublik Deutschland: Eine Einführung. 12th edition, Springer VS, Wiesbaden.

Göhler, G./Iser, M./Kerner, I. (eds.; 2011): Politische Theorie: 25 umkämpfte Begriffe zur Einführung, 2nd edition, VS Verlag für Sozialwissenschaften, Wiesbaden.

Mau S./Schöneck-Voß, N. (Eds.; 2014): Handwörterbuch zur Gesellschaft Deutschlands, 3rd edition, VS Verlag, Wiesbaden.

Reuber, P. (2012): Politische Geographie, Schöningh, Paderborn.

Rudzio, W. (2019): Das politische System der Bundesrepublik Deutschland, 10th edition, Springer VS, Wiesbaden.

Schmidt, M./Wolf, F./Wurster, S. (Eds.; 2013): Studienbuch Politikwissenschaft, Springer VS, Wiesbaden.

**AL8 Bookkeeping and Accounting**

<b>No:</b> AL8	<b>Mandatory module:</b> Bookkeeping and Accounting	<b>Language:</b> German		<b>Credit points:</b> 5	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 2	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 150h		<b>Form of examination:</b> KL60	
<b>Contact hours:</b> 42h		<b>Self-study hours:</b> 108h			
<b>Course:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Burth		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Bookkeeping and Accounting				V+Ü	3
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<ul style="list-style-type: none"> <li>- Classification of financial accounting in the accounting system</li> <li>- Basic concepts of financial accounting</li> <li>- Annual financial statements and management report</li> <li>- Inventory and stocktaking</li> <li>- Posting to balance sheet and profit and loss accounts</li> <li>- Posting sales tax</li> <li>- Capitalization of assets</li> <li>- Recognition of liabilities</li> <li>- Valuation of assets and liabilities</li> <li>- Annual financial statement analysis with key figures</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p>Students will learn the basic concepts of financial accounting and will be able to classify them in the accounting system. They understand how double-entry bookkeeping works and can form accounting records for business transactions and enter them in T-accounts. The entire accounting cycle is dealt with. Furthermore, students will understand the criteria used by companies to capitalize assets and recognize liabilities, as well as the value at which these items are recorded. In addition, they can prepare and read a balance sheet and an income statement and interpret them using key figures.</p>					
<b>Literature and teaching aids</b>					
<p>Auer, B./Schmidt, P. (2013): Grundkurs Buchführung, 4th edition, Springer Gabler, Wiesbaden.  Döring, U./Buchholz, R. (2018): Buchhaltung und Jahresabschluss, 15th edition, Erich Schmidt Verlag, Berlin.  Reichhardt, M. (2017): Grundlagen der doppelten Buchführung - Schritt für Schritt einfach erklärt, 3rd edition, Springer Gabler, Wiesbaden.  Wöltje, J. (2018): Buchführung Schritt für Schritt: Arbeitsbuch, 3rd edition, UKV, Konstanz.  Wöltje, J. (2019): Jahresabschluss Schritt für Schritt, 3rd edition, UKV, Munich.  Lecture notes and exercise material</p>					

**FS2 Business English II**

<b>No:</b> FS2	<b>Mandatory module:</b> Business English II	<b>Language:</b> English		<b>Credit points:</b> 3	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 2	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 90h		<b>Form of examination:</b> HA	
<b>Contact hours:</b> 28h		<b>Self-study hours:</b> 62h			
<b>Course:</b>		<b>Module commissioner:</b> Dr. phil. Thomas Caplan		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Business English II				S	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Business English II</u> - Advanced grammar and communication basics - English vocabulary of economics and business administration - Assignment catalog for communication - Principles of the Art of Moving Human Hearts (ETHOS, PATHOS, LOGOS) - Company foundation - Creation of an Internet presence (homepage/website) - Creation of a video tutorial					
<b>Learning objectives and competencies to be imparted</b>					
<u>Business English II:</u> In the second seminar "Business English", the basic vocabulary of business English is further developed, while it is applied in oral and written use as well as in group work and is consolidated through practical exposure. Students are encouraged to set independent learning priorities to address in a term paper. Applications include new media (film, blogs, etc.) or the creation of a video tutorial. Outside of the classroom, students gain experience with the English language in everyday interactions (e.g. cooking together).					
<b>Literature and teaching aids</b>					
Caplan, T. K. (2015): The Distinction of Human Being, Vernon Press, Delaware. Duckworth, M./Turner, R. (2012): Business Result, Upper-Intermediate, Univ. Press, Oxford. Dubicka, I./O'Keeffe, M. (2016): Market Leader, Advanced, 3rd ed., Pearson, London. Trappe, T./Tullis, G. (2016): Intelligent Business, Advanced, 5th ed., Pearson, London.					

### 3. Term 3

#### AL9 Cost and Activity Accounting

No: AL9	Mandatory module: Cost and Activity Accounting	Language: German		Credit points: 5	
		Frequency: Each fall term		Term: 3	
	Prerequisites for participation:	Workload: 150h		Form of examination: KL60	
Contact hours: 45h		Self-study hours: 105h			
Course:		Module commissioner: Prof. Dr. Andreas Burth		Teaching and learning types:	Scope (SWS):
Cost and Activity Accounting				V+Ü	3
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b> <ul style="list-style-type: none"> <li>- Basic concepts of cost and activity accounting (KLR)</li> <li>- Differentiation from financial accounting</li> <li>- Cost element accounting, cost center accounting, cost unit accounting</li> <li>- Break-even analysis</li> <li>- Full cost accounting and partial cost accounting (single-level and multi-level contribution margin accounting)</li> <li>- KLR in manufacturing companies and in service companies</li> </ul>					
<b>Learning objectives and competencies to be imparted</b> <p>The students will be able to explain the basic terms of the KLR as well as to classify the KLR in the accounting system. They understand the differences between the KLR in the service sector and in the manufacturing sector. Students are able to perform the overall process of absorption costing consisting of cost element accounting, cost center accounting, and cost object accounting. In addition, they understand how direct costing works and how it differs from absorption costing. They learn to calculate sales prices and price floors using single-level and multi-level contribution margin accounting.</p>					
<b>Literature and teaching aids</b> <p>Deimel, K./Erdmann, G./Isemann, R./Müller, S. (2017): Kostenrechnung: Das Lehrbuch für Bachelor, Master und Praktiker, 2nd edition, Pearson, Hallbergmoos.</p> <p>Küpper, H.-U./Friedl, G./Hofmann, C./Pedell, B. (2017): Übungsbuch zur Kosten- und Erlösrechnung, 7th edition, Vahlen, Munich.</p> <p>Nickenig, K. (2018): Grundkurs Kosten- und Leistungsrechnung: Schneller Einstieg in die unternehmerische Kalkulation, 2nd edition, Springer Gabler, Wiesbaden.</p> <p>Schmidt, A. (2017): Kostenrechnung: Grundlagen der Vollkosten-, Deckungsbeitrags- und Plankostenrechnung sowie des Kostenmanagements, 8th edition, Kohlhammer, Stuttgart.</p> <p>Schweitzer, M./Küpper, H.-U./Friedl, G./Hofmann, C./Pedell, B. (2016): Systeme der Kosten- und Erlösrechnung, 11th edition, Vahlen, Munich.</p> <p>Lecture notes and exercise material</p>					

**SL2 Management of Projects and Events**

<b>No:</b> SL2	<b>Mandatory module:</b> Management of Projects and Events	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 3	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> SB	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Course:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Project Management				S	2
Event Management				S	2
<b>Contents</b>					
<p><u>Project Management:</u>                  In the seminar, the basic characteristics of projects and the special features of service projects as well as the basic understanding of project order, client and contractor are elaborated. The individual phases of project management are taught in theory and practice:</p> <ul style="list-style-type: none"> <li>- Project acquisition (stages of project acquisition, pricing, project contract)</li> <li>- Project concept (formulation of objectives, work phases)</li> <li>- Project planning (planning methods, structure, time and cost planning)</li> <li>- Project implementation (project management, controlling instruments, risk management)</li> <li>- Project team (project start, team building, motivation, role of the project manager)</li> <li>- Project completion (reporting, presentation, theses)</li> <li>- Basic knowledge in the use of project management software</li> </ul> <p><u>Event Management</u>                  In the seminar Event Management, basic terms of event management are clarified and partial steps for (successful) event implementation are taught, including:</p> <ul style="list-style-type: none"> <li>- Event vs. occasion</li> <li>- Types and characteristics of events</li> <li>- Objectives</li> <li>- Basics of event marketing</li> <li>- Financing options</li> <li>- Structure and sequence planning</li> <li>- Marketing for events</li> <li>- Risk management</li> <li>- Safety concept</li> <li>- Location management</li> <li>- Follow-up</li> <li>- Performance review and evaluation</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Project Management:</u>                  The aim of the course is to impart knowledge of the concept, development, significance and content of project management. Students learn the basics of operational project management and become familiar with the most important working techniques and instruments of project planning. They acquire knowledge that enables them to work in a project environment and successfully complete projects. Skills for leading a project team are</p>					



developed and the use of project management software is trained.

### Event Management

Students first learn the theoretical principles of event management to prepare them, with the help of numerous exercises, for their own events, on which they work throughout the term. They work very practice-oriented and in small groups. Students also get a sense of the stakeholder interests involved in an event and how to deal with them. After (successful) participation in the course, students will be able to independently lead an event to success. They will have acquired the knowledge that it takes to successfully design and implement and analyze an event.

### **Literature and teaching aids**

#### Project Management:

Burghadt, M. (2018): Project Management: Leitfaden für die Planung, Überwachung und Steuerung von Projekten, 10th edition, Publicis Publishing, Erlangen.

Drews, G./Hillebrand, N./Kärner, M./Peipe, S./Rohrschneider, U. (2016): Praxishandbuch Projektmanagement, 2nd edition, Haufe, Freiburg/Munich.

Kraus, G./Westermann, R. (2014): Projektmanagement mit System: Organisation, Methoden, Steuerung, 5th edition, Springer Gabler, Wiesbaden.

Madauss, B. J. (2017): Project Management: Theorie und Praxis aus einer Hand, 7th edition, Springer Vieweg, Berlin.

Meyer, H./Reher, H-J. (2016): Projektmanagement: von der Definition über die Projektplanung zum erfolgreichen Abschluss, Springer Gabler, Wiesbaden.

Olfert, K. (2016): Projektmanagement, 10th edition, Kiehl, Herne.

Software

Lecture notes

Slidesets

#### Event Management

Holzbaur, U. (2010): Eventmanagement: Veranstaltungen professionell zum Erfolg führen, 4th edition, Springer Gabler, Berlin/Heidelberg.

Jäger, D. (2018): Grundwissen Eventmanagement, 3rd edition, UKV, Munich.

Sakschewski, T./Siegfried, P. (2017): Event Management Märkte, Aufgaben und Akteure, Springer Gabler, Wiesbaden

Siekmeier, S. (2015): Professionelles Eventmanagement: Planen - Organisieren - Durchführen, Business Village, Göttingen.

Zanger, C. (eds.; 2018): Events und Marke: Stand und Perspektiven der Eventforschung, Springer Fachmedien, Wiesbaden.

Lecture notes and exercise material

**SL3 Municipal Administrative Management**

<b>No:</b> SL3	<b>Mandatory module:</b> Municipal Administrative Management	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 3	
	<b>Prerequisites for participation:</b>	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Burth		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Municipal Management				V+Ü	2
Introduction to Administrative Law				V+Ü	2
<b>Contents</b>					
<u>Municipal Management</u>					
<ul style="list-style-type: none"> <li>- Concept of the municipality</li> <li>- municipal tasks</li> <li>- socio-economic framework</li> <li>- local actors</li> <li>- Principal-agent theory</li> <li>- Stakeholders</li> <li>- Corruption prevention</li> <li>- Municipal goals</li> <li>- Bureaucracy model according to Max Weber</li> <li>- New control model</li> <li>- Basics of municipal finance</li> <li>- Human resource management</li> <li>- Marketing</li> </ul>					
<u>Introduction to Administrative Law</u>					
<ul style="list-style-type: none"> <li>- Position of administrative authorities in the state structure</li> <li>- Basic concepts of state organization law (principle of democracy, constitutional state, federal state, welfare state)</li> <li>- Significance of European law for administrative action</li> <li>- Significance of fundamental rights for administrative action</li> <li>- Fundamental rights review and constitutional court review</li> <li>- Hierarchy of norms</li> <li>- Concept of administrative body and concept of authority of the VwVfG</li> <li>- Forms of action of the sovereign</li> <li>- Administrative act and administrative contract</li> <li>- Legality check</li> <li>- Judicial protection in administrative action</li> <li>- Overview of important parts of the special administrative law (except for municipal law, for which there is a separate course), such as police and public order law; right of assembly; trade law; and in particular building and construction law and planning law</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Municipal Management</u>					

The students receive an overview of the tasks of the municipalities and their classification in the state structure of the Federal Republic of Germany. They will learn to develop strategic and operational municipal goals. The course also teaches the roles of key municipal actors (e.g., people's representative, chief administrative officer). In addition, students learn the basics of organizational, financial, and human resource management and marketing in municipalities (as distinguished from their counterparts in the private sector).

#### Introduction to Administrative Law

Students are able to discuss the decisions of administrative authorities in principle, understand them and classify them in terms of their effects. To this end, they know the basic concepts and contexts of sovereign action and can apply them, for example when examining the legality of administrative action.

#### **Literature and teaching aids**

##### Municipal Management

Bogumil, J./Holtkamp, L. (2013): Kommunalpolitik und Kommunalverwaltung, Bundeszentrale für politische Bildung, Bonn.

Gourmelon, A./Seidel, S./Treier, M. (2019): Personalmanagement im öffentlichen Sektor: Grundlagen und Herausforderungen, 2nd edition, Rehm Verlag, Heidelberg/Hamburg.

Schauer, R. (2015): Öffentliche Betriebswirtschaftslehre: Public Management, 3rd edition, Linde Verlag, Vienna.

Zimmermann, H. (2016): Kommunalfinanzen: Eine Einführung in die finanzwissenschaftliche Analyse der kommunalen Finanzwirtschaft, 3rd edition, Berliner Wissenschafts-Verlag, Berlin.

Lecture notes and exercise material

##### Introduction to Administrative Law

Battis, U.: Öffentliches Baurecht und Raumordnungsrecht. Current edition, Kohlhammer, Stuttgart (subject to change of publisher).

Ipsen, J.: Allgemeines Verwaltungsrecht. Current edition, Vahlen, Munich (subject to change of publisher)

Oberrath, J. D.: Öffentliches Recht mit Europarecht und Wirtschaftsverwaltungsrecht. Current edition, Vahlen, Munich (subject to change of publisher)

Sodan, H./Ziekow, J.: Grundkurs Öffentliches Recht - Staats- und Verwaltungsrecht. Current edition, C.H. Beck, Munich (subject to change of publisher).

Essays from legal education or professional journals

**SL4 City and Society**

<b>No:</b> SL4	<b>Mandatory module:</b> City and Society	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 3	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
City and Regional Marketing				V+Ü	2
Urban and Regional Sociology				V+Ü	2
<b>Contents</b>					
<p><u>City and Regional Marketing:</u></p> <ul style="list-style-type: none"> <li>- Basics of (city) marketing</li> <li>- Theory of city marketing</li> <li>- City marketing process</li> <li>- Visions, mission statements, conception and organization in city marketing</li> <li>- Fields of action in city marketing</li> <li>- Target dimensions of city marketing</li> <li>- Target and stakeholder groups in city marketing</li> <li>- City marketing mix</li> <li>- Realization of city marketing</li> <li>- Problems and challenges in city marketing</li> <li>- Possibilities of participation and cooperation in city marketing</li> <li>- The city as a brand: branding and management in city marketing</li> <li>- City culture, city identity and city image</li> </ul> <p><u>Urban and Regional Sociology</u></p> <ul style="list-style-type: none"> <li>- Introduction to (urban) sociology</li> <li>- Theory and conception of sociology</li> <li>- Classic works of urban sociology</li> <li>- Social change and contemporary discussion</li> <li>- Basic models of urban and regional sociology</li> <li>- Understanding of space and society</li> <li>- Fundamentals of social segregation</li> <li>- The European city</li> <li>- Segregation, social exclusion, gentrification in urban and rural areas</li> <li>- Neighborhood, housing and living arrangements</li> <li>- Multiculturalism, migration and integration</li> <li>- Public spaces and open spaces, mobility and architecture</li> <li>- Crime and security</li> <li>- Urban art and creative urban milieus</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>City and Regional Marketing:</u>					

Students learn the basic features of city marketing from both an institutional and a management perspective. The most common target and stakeholder groups and the most common fields of action are discussed and the respective needs of the stakeholders are explained.

Students understand urban marketing as a central field of action in urban development and learn the necessary skills for it. Students learn to recognize the importance of identities and images of cities and how to influence them through methods commonly used in urban marketing. In the course of this, students learn how a city marketing process works ideally.

#### Urban and Regional Sociology

Students learn about the influence of social processes on cities and rural areas. They deal with concepts, theories and models that seek to explain or make understandable social structures processes. This involves, for example, approaches from the fields of demography, lifestyle segmentation and migration/integration. Students learn how spaces change under their influence. On the one hand, they learn to understand spatial structures as a temporary expression of social processes and, on the other hand, how space affects society. Students reflect on current issues such as gentrification, passive social segregation, and diminished suburbanization and derive implications for management.

#### **Literature and teaching aids**

##### City and Regional Marketing:

Kausch, T., Pirck, P. & Strahlendorf, P. (2017): Städte als Marken 2. Herausforderungen und Horizonte, New Business Verlag GmbH & Co. KG, Hamburg.

Kausch, T., Pirck, P. & Strahlendorf, P. (2013): Städte als Marken: Grundlagen und Management, New Business Verlag GmbH & Co KG, Hamburg.

Kenkmann, A. & Spinnen, B. & bscd e.V. (2019): Stadtgeschichte, Stadtmarke, Stadtentwicklung: Zur Adaption von Geschichte im Stadtmarketing, Springer Fachmedien, Wiesbaden.

Koch, T. (2012): Stadtmarketing: Praxishandbuch für kommunales Management, 2nd edition, AV Akademikerverlag, Saarbrücken.

Konken, M. (2006): Stadtmarketing Kommunikation mit Zukunft, 2nd edition, Gmeiner-Verlag GmbH, Meßkirchen.

Kotler, P./Kartajaya, H./Setiawa, I.(2017): Marketing 4.0: Der Leitfaden für das Marketing der Zukunft, Campus Verlag, Frankfurt/New York.

Kotler, P./Keller, K.-O. /Opresnik, M.-O. (2017): Marketing-Management: Konzepte-Instrumente-Unternehmensfallstudien (15th edition).

Löw, M./Terizakis, G. (2011): Städte und ihre Eigenlogik, Campus Verlag, Frankfurt am Main.

Meffert, H./Spinnen, B./Block, J./bscd e.V. (Eds.; 2018): Praxishandbuch City- und Stadtmarketing, Springer Gabler, Wiesbaden.

Wesselmann, S./Hohn, B. (2017): Public Marketing: Marketing-Management für den öffentlichen Sektor, 4th edition, Springer Gabler, Wiesbaden.

Study/teaching aids: lecture notes

##### Urban and Regional Sociology

Giddens A./Fleck C./Egger de Campo, M. (2009). Soziologie, 3rd edition, Hausner & Nausner, Graz, Wien.

Häußermann, H./Siebel, W. (2004): Stadtsoziologie. Eine Einführung, Campus, Frankfurt am Main.

Kessl, F./Reutlinger, C. (2019): Handbuch Sozialraum: Grundlagen für den Bildungs- und Sozialbereich, 2nd edition, Springer VS; Wiesbaden.

Löw, M. (2008): Soziologie der Städte, 1st edition, Suhrkamp, Frankfurt am Main.

Löw, M./Steets, S./Stoetzer, S. (2008): Einführung in die Stadt- und Raumsoziologie, 2nd edition, Verlag Barbara Budrich, Opladen.

Schimank, U./Volkmann, U. (2007): Soziologische Gegenwartsdiagnosen I: Eine Bestandsaufnahme, 2nd edition, VS Verlag für Sozialwissenschaften, Wiesbaden.

Werlen, B. (2008): Sozialgeographie: eine Einführung, 3rd edition, Haupt Verlag, Bern.

Study/teaching aids: lecture notes

**SL5 Introduction to Planning**

<b>No:</b> SL5	<b>Mandatory module:</b> Introduction to Planning	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 3	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Urban and Regional Planning				V+Ü	2
Transport Planning				V+Ü	2
<b>Contents</b>					
<p><u>Urban and Regional Planning</u></p> <ul style="list-style-type: none"> <li>- Introduction to the German planning system</li> <li>- History of the city(-planning)</li> <li>- Spatial structures in Germany: spatial planning at the federal level, state and regional planning</li> <li>- Basic features of the municipal administration</li> <li>- Communal urban land use planning</li> <li>- Building planning and building regulation law</li> <li>- Basic features of urban design</li> <li>- Informal and cooperative forms of design</li> <li>- Current and future challenges of urban development</li> </ul> <p><u>Transport Planning</u></p> <ul style="list-style-type: none"> <li>- Principles and methodology of transport planning</li> <li>- Development and current status</li> <li>- Planning process</li> <li>- Planning work steps</li> <li>- Breakdown according to traffic development planning and object planning</li> <li>- Aspects of individual means of transport as well as group-specific aspects (e.g. accessibility)</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Urban and Regional Planning</u></p> <p>Students will gain a sound knowledge of the goals, actors and methods of spatial planning in Germany, gain a basic overview of local government in Germany (in general) and Lower Saxony (in particular), develop an intuitive understanding of spatial planning issues and the benefits of interdisciplinary approaches to solving them. In addition, knowledge of important contents of urban development and urban quality is imparted. Students are made aware of current problems in urban and regional planning. In addition, the main instruments of urban and regional planning are presented.</p> <p><u>Transport Planning</u></p> <p>Upon successful participation, students possess methodological and conceptual competencies in all areas of transport planning starting from the superordinate level of transport development planning up to concrete transport object planning.</p>					

**Literature and teaching aids**Urban and Regional Planning

ARL (ed.) (2011): Grundriss der Raumordnung und Raumentwicklung, Verlag der ARL, Hannover.

ARL (ed.) (2005): Handwörterbuch der Raumordnung, 4th edition, Verlag der ARL, Hannover.

Berding, N./Bukow, D./Cudak, K. (Eds.; 2018): Die kompakte Stadt der Zukunft, Springer VS, Wiesbaden.

Frey, O. (2011): Die Zukunft der europäischen Stadt: Stadtpolitik, Stadtplanung und Stadtgesellschaft im Wandel, VS Verlag für Sozialwissenschaft, Wiesbaden.

Lauzi, M. (2019): Smart City: Technische Fundamente und erfolgreiche Anwendungen, Carl Hanser Verlag, München.

Streich, B. (2011): Stadtplanung in der Wissensgesellschaft: Ein Handbuch, 2nd edition, VS Verlag für Sozialwissenschaft, Wiesbaden.

Weiß, S. (2019): Quartiere für Alle: Städtebauliche Strategien sozialer Inklusion in der Planung von Wohnquartieren, Springer Fachmedien, Wiesbaden.

Zemke, R. (2018): Der Bebauungsplan in der Praxis: Grundlagen, Abwägungs- und Festsetzungstechnik, Kohlhammer, Stuttgart.

Zilch, K. (2014): Raumordnung und Städtebau, Öffentliches Baurecht/Verkehrssysteme und Verkehrsanlagen, Springer, Berlin.

Transport Planning

Working materials as well as competent contact persons will be presented and named during the course.

**FS3 Business English III**

<b>No:</b> FS3	<b>Mandatory module:</b> Business English III	<b>Language:</b> English		<b>Credit points:</b> 3	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 3	
		<b>Workload:</b> 90h		<b>Form of examination:</b> KL60	
	<b>Prerequisites for participation:</b> none	<b>Contact hours:</b> 30h	<b>Self-study hours:</b> 60h		
<b>Course:</b>		<b>Module commissioner:</b> Dr. phil. Thomas Caplan		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Business English III				S	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Business English III</u> - Advanced grammar and communication basics - English vocabulary of economics and business administration - Selected topics in the areas of energy, project management, digitalization, e-marketing, governance, power and change in the company, service and customer satisfaction, culture, finance					
<b>Learning objectives and competencies to be imparted</b>					
<u>Business English III:</u> Basic business English vocabulary is further developed and used orally and in writing. Students expand their skills by reading numerous specialized texts and summarizing the content. Furthermore, practical job-specific communication situations are recorded and practiced in the seminar, such as in exercises on business conversations or on the "art of negotiation". Business correspondence will also be an important part of the seminar.					
<b>Literature and teaching aids</b>					
Caplan, T. K. (2015): The Distinction of Human Being, Vernon Press, Delaware. Duckworth, M./Turner, R. (2012): Business Result, Upper-Intermediate, Univ. Press, Oxford. Dubicka, I./O’Keeffe, M. (2016): Market Leader, Advanced, 3rd ed., Pearson, London. Trappe, T./Tullis, G. (2016): Intelligent Business, Advanced, 5th ed., Pearson, London.					



## 4. Term 4

### AL10 Financing and Investment

No: AL10	Mandatory module: Financing and Investment	Language: German		Credit points: 6	
		Frequency: Each spring term		Term: 4	
	Prerequisites for participation: none	Workload: 180h		Form of examination: KL80	
Contact hours: 56h		Self-study hours: 124h			
Courses:		Module commissioner: Prof. Dr. Andreas Burth		Teaching and learning types:	Scope (SWS):
Financing				V+Ü	2
Investment				V+Ü	2
This module is used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>  <u>Financing:</u> - Fundamentals of finance - Forms of financing - Financial analysis and planning  <u>Investment:</u> - Static and dynamic investment calculation methods - Application of the net present value method, the annuity method and the internal rate of return method					
<b>Learning objectives and competencies to be imparted</b>  <u>Financing</u> Students will learn and evaluate the fundamentals and interrelationships of corporate finance and the basics of financing.  <u>Investment</u> Students will learn about and evaluate the fundamentals of investment.					
<b>Literature and teaching aids</b>  <u>Financing:</u> Däumler, K.-D./Grabe, J./Meinzer, C. R. (2019): Finanzierung verstehen, 11th edition, NWB, Herne. Drukarczyk, J./Lobe, S. (2014): Finanzierung, 11th edition, UTB, Stuttgart. Olfert, K./Reichel, C. (2017): Finanzierung, 17th ed., Kiehl, Ludwigshafen. Pape, U. (2018): Grundlagen der Finanzierung und Investition, 4th edition, De Gruyter Oldenbourg, Berlin/Boston. Perridon, L./Steiner, M./Rathgeber, A. (2016): Finanzwirtschaft der Unternehmung, 17th edition, Vahlen, Munich. Lecture notes "financing"					

Investment

Galli, A. (2017): Grundlagen der Investitionsrechnung, Schäffer-Poeschel, Stuttgart.

Olfert, K./Reichel, C. (2015): Investition, 13th edition, Kiehl, Ludwigshafen

Pape, U. (2018): Grundlagen der Finanzierung und Investition: Mit Fallbeispielen und Übungen, 4th ed., De Gruyter Oldenbourg, Berlin/Boston.

Perridon, L./Steiner, M./Rathgeber, A. (2016): Finanzwirtschaft der Unternehmung, 17th edition, Vahlen, Munich.

Lecture notes "investment"

**AL11 Financial Analysis and Municipal Finances**

<b>No:</b> AL11	<b>Mandatory module:</b> Financial Analysis and Municipal Finances	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 4	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 56h		<b>Self-study hours:</b> 124h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Burth		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Financial Planning and Analysis				V+Ü	2
Municipal Finances				V+Ü	2
Parts of the module are used for the following degree programs: SPM, SRM, TM					
<b>Contents</b>					
<u>Financial Planning and Analysis:</u> <ul style="list-style-type: none"> <li>- Tasks of financial planning and analysis</li> <li>- Accounting, key figures and key figure systems, reporting</li> <li>- Basics of operational, tactical and strategic planning and control</li> <li>- Tools, e.g. standard costing, target costing, balanced scorecard</li> <li>- Opportunity and risk controlling</li> </ul>					
<u>Municipal Finances:</u> <ul style="list-style-type: none"> <li>- Importance of municipal finance for urban and regional management</li> <li>- Finance-related tasks of key stakeholders (e.g., representative body of the people, chief administrative officer, supra-local municipal audit)</li> <li>- Taxes</li> <li>- Municipal financial equalization</li> <li>- County levy</li> <li>- Municipal expenditures</li> <li>- Debt problem</li> <li>- Cameralistics and double-entry accounting</li> <li>- Budget statutes and budget</li> <li>- Budgetary principles</li> <li>- Analysis of financial statements</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Financial Planning and Analysis:</u> Students learn what functions controlling has in a company and how it is related to corporate management. They will be able to differentiate between operational and strategic controlling and apply the controlling tools they have learned. In addition, students learn to identify, evaluate and manage opportunities and risks.					
<u>Municipal Finances:</u> The course is designed to teach students the roles of key decision makers in municipal finance. They will get an overview of the revenues and expenditures of the municipalities and the associated scope for decision-making. In addition, they are taught the problems of municipal budget debt. After taking the course, students understand how to read and evaluate budgets and financial statements.					

**Literature and teaching aids**Financial Planning and Analysis:

Behringer, S. (2018): Controlling, Springer Gabler, Wiesbaden.

Britzelmaier, B. (2017): Controlling: Grundlagen, Praxis, Handlungsfelder, 2nd edition, Pearson, Hallbergmoos.

Horváth, P./Gleich, R./Seiter, M. (2019): Controlling, 14th edition, Vahlen, Munich.

Küpper, H.-U./Friedl, G. (2013): Controlling: Konzeption, Aufgaben, Instrumente, 6th edition, Schäffer Poeschel, Stuttgart.

Reichmann, T./Kißler, M./Baumöl, U. (2017): Controlling mit Kennzahlen, 9th edition, Vahlen, Munich.

Steinle, C./Daum, A. (2007): Controlling, 4th edition, Schäffer-Poeschel, Stuttgart.

Weber, J./Schäffer, U. (2016): Einführung in das Controlling, 15th edition, Schäffer-Poeschel, Stuttgart.

Lecture notes and exercise material

Municipal Finances:

Lower Saxony budget law

Lasar, A./Grommas, D./Goldbach, A./Zähle, K./Diekhaus, B./Hankel, B. (2017): Kommunales Haushalts- und Rechnungswesen in Niedersachsen: Kommentar, 4th edition, SV Saxonia, Dresden.

Rose, J. (2018): Kommunales Haushaltsrecht Niedersachsen, 3rd edition, Deutscher Gemeindeverlag, Stuttgart.

Schuster, F. (2011): Grundkurs Kosten- und Leistungsrechnung: Controllingorientierte Einführung mit Bezügen zum NKF bzw. NKR, 3rd edition, De Gruyter Oldenbourg, Munich

Schwarting, G. (2016): Den kommunalen Haushaltsplan richtig lesen und verstehen, 5th edition, Erich Schmidt Verlag, Berlin.

Zimmermann, H. (2016): Municipal Finances: Eine Einführung in die finanzwissenschaftliche Analyse der kommunalen Finanzwirtschaft, 3rd edition, Berliner Wissenschafts-Verlag, Berlin.

Lecture notes and exercise material

**SL6 Competence in Regional Economy**

<b>No:</b> SL6	<b>Mandatory module:</b> Competence in Regional Economy	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 4	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 56h		<b>Self-study hours:</b> 124h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Economic Development				V+Ü	2
Real Estate Management				V+Ü	2
<b>Contents</b>					
<u>Economic Development:</u> <ul style="list-style-type: none"> <li>- Basics of economic promotion (definition of terms, classification in economic policy, fields of activity of municipal economic promotion, levels of actors in economic promotion, justification of economic promoting interventions, historical development)</li> <li>- Concept of rational economic promotion (target groups of municipal economic developers, target formation, situation analysis, diagnosis, measures, performance review)</li> <li>- Region as a business location (choice of location for companies, settlement policy, and site marketing)</li> <li>- Planning of commercial and industrial areas (market situation and location requirements, methods of determination of the need for commercial space, design of commercial zones)</li> <li>- Cluster and network promotion (research and innovation policy)</li> <li>- Support for business start-ups (start-up activity in Germany, special features of young companies, possibilities of start-up support)</li> <li>- Subsidies to support economic development (joint task to improve the regional economic structure, objectives of subsidy policy, subsidies and subsidy landscape in Germany)</li> <li>- Economic development in the context of European regional policy</li> <li>- Retail development as a field of activity of economic development</li> </ul>					
<u>Real Estate Management:</u> <ul style="list-style-type: none"> <li>- Basic features and specifics of the real estate market</li> <li>- Business fundamentals of real estate management</li> <li>- Basics of facility management for the operational readiness of properties</li> <li>- Basics of operating management in the sense of real estate management</li> <li>- Overview of the spectrum of special real estate</li> <li>- Dealing in detail with individual sample properties to work out the special features</li> <li>- Role of special real estate for urban and regional management</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Economic Development</u> Students learn about the legal as well as economic foundations of economic development, its possibilities and limitations. The course imparts basic knowledge of the instruments and steering mechanisms of municipal economic promotion and bridges the gap between theoretical findings in regional economics and political applications. Students will also become familiar with retail supply and demand patterns and how they relate to the community/region.					

**Real Estate Management:**

Students learn the basics of the real estate market as a relevant field of action in municipalities. Fundamentals for the operation of real estate (facility management, operating management) are taught.

With regard to special real estate, students gain an insight into the spectrum of corresponding real estate and exemplary insights into special features of maintenance and operation.

**Literature and teaching aids****Economic Development**

Apolte, T./Erlei, M./Göcke, M./Menges, R./Notburga, O./Schmidt, A. (2019): Kompendium der Wirtschaftstheorie und Wirtschaftspolitik III: Wirtschaftspolitik, Springer Fachmedien, Wiesbaden.

Bröcker, J./Fritsch, M. (Eds.; 2012): Ökonomische Geographie, Vahlen, München.

Chilla, T./Kühne, O. (2016): Regionalentwicklung, Eugen Ulmer, Stuttgart.

Eckey, H. F. (2008): Regionalökonomie, Gabler, Wiesbaden.

Farhauer, O./Kröll, A. (2014): Standorttheorien: Regional- und Stadtökonomik in Theorie und Praxis, 2nd edition, Springer Gabler, Wiesbaden.

Lahner, J. (2017): Entwicklung und Regionalökonomie in der Wirtschaftsförderung, Springer Gabler, Wiesbaden.

Lahner, J./Neubert, F. (2016): Einführung in die Wirtschaftsförderung: Grundlagen für die Praxis, Springer Gabler, Wiesbaden.

Lemmp, J./Korn, T./van der Beek, G./Fischer, E. (Ed.) (2015): Aktuelle Herausforderungen in der Wirtschaftsförderung, Springer Gabler, Wiesbaden.

Lennardt, S./Stakemeier, D. (2017): Standortmarketing in der Wirtschaftsförderung: Grundlagen für die Praxis, Springer Gabler, Wiesbaden.

Lecture notes

**Real Estate Management:**

Bielzer, L./Wadsack, R. (Eds.; 2011): Betrieb von Sport- und Veranstaltungsimmobilien, Lang, Frankfurt.

Bienert (Ed.) (2018): Bewertung von Spezialimmobilien, 2nd edition, Springer Gabler, Wiesbaden.

Gondring, H./Wagner, T. (2018): Facility Management, 3rd edition, Vahlen, Munich.

Heller, U. (2010): Immobilienmanagement in Nonprofit-Organisationen, Gabler, Wiesbaden.

Rottke, N./Voigtländer, M. (Ed.) (2017): Immobilienwirtschaftslehre - Ökonomie, Springer Gabler, Wiesbaden.

Wadsack: Lecture notes

**SL7 Applied Geography**

<b>No:</b> SL7	<b>Mandatory module:</b> Applied Geography	<b>Language:</b> German		<b>Credit points:</b> 7	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 4	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 210h		<b>Form of examination:</b> RE + EW	
<b>Contact hours:</b> 56h		<b>Self-study hours:</b> 154h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Brigitte Wotha		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Management Game				S	2
Applied Planning				S	2
<b>Contents</b>					
<p><u>Management Game</u> Acquisition of practical and realistic experience regarding the management and development of a city/destination, in particular</p> <ul style="list-style-type: none"> <li>- Making strategic and operational decisions</li> <li>- Gaining insight into the work areas of a city/region</li> <li>- Getting to know internal and external influences on urban and regional development</li> <li>- Dealing with uncertainty in decision-making processes and controlling risks</li> <li>- Learning about the complex influence of individual decisions on urban and regional development</li> </ul> <p><u>Applied Planning</u> Students work on an urban planning issue based on a planning task. In group work, they conduct an analysis of the existing situation, create an urban development model, produce a structure plan and a framework plan. These preparatory studies lead to the preparation of a development plan which heeds all norms and includes detailed urban development representations.</p>					

**Learning objectives and competencies to be imparted**

Management Game

The simulation game is designed to give students the most realistic possible insight into specific problems and contexts of urban and regional development by simulating a practical situation and allows them to make their own decisions and to experience the consequences of their actions. Students have the opportunity to act creatively, largely autonomously and self-organized in relation to concrete problems and to work out solutions in a team. The simulation game serves to further develop social skills and illustrates in a practical way the complexity of the mechanisms of urban and regional development. The business games used in the seminar are computer-based and are played in small groups. The games URBAN DEVELOPMENT (focus on urban development) and DESTINATIONS MANAGEMENT (development of a tourism region) are available.

Applied Planning

After the course, students will be able to analyze an urban planning or other spatial problem using the methods of spatial planning. They can develop a solution and present it. They have developed an understanding of spatial relationships and can apply the specifications and representations in urban land use planning in

accordance with relevant standards.

### **Literature and teaching aids**

#### Management Game

Management game software

Extensive manuals and student documentation for the game

Slide sets and handouts

#### Applied Planning

Albers, G. (2017): Stadtplanung: Eine illustrierte Einführung, 3rd edition, WBG, Darmstadt.

Korda, M. (2005): Städtebau: Technische Grundlagen, 5th edition, Teubner, Stuttgart.

Reicher, C. (2017): Städtebauliches Entwerfen, 5th edition, Springer Vieweg, Wiesbaden.

Reicher, C. (2018): Erfassung, Bewertung und Sicherung der Stadtgestalt: Schnelleinstieg für Architekten, Springer Vieweg, Wiesbaden.



**SL8 Applied Specialization in City and Regional Management**

<b>No:</b> SL8	<b>Mandatory elective module:</b> Applied Specialization in City and Regional Management (1 elective out of 2)	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each spring term		<b>Term:</b> 4	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> PA	
Contact hours: 56h		Self-study hours: 124h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
City Marketing				S	4
Regional, Cultural or Event Management (depending on the industry partner)				S	4
<b>Contents</b>					
<u>City Marketing:</u> <ul style="list-style-type: none"> <li>- Consolidation of the lecture contents from city and regional marketing from the 3rd semester</li> <li>- Practical examples from numerous cities and communities</li> <li>- Development of economic and socio-cultural profiling fields</li> <li>- Opportunities to improve the urban quality of life</li> <li>- Communication of own strengths through consistent storytelling</li> <li>- Possibilities for the continuous development of the quality of life</li> <li>- Measures for authentic profiling</li> </ul>					
<u>Regional, Cultural or Event Management</u> <ul style="list-style-type: none"> <li>- Significance of cultural offers for the development of regions</li> <li>- Disparities in cultural offers between urban and rural areas</li> <li>- Basics of cultural management and professional cultural work (types and differences of cultural enterprises, management of cultural enterprises)</li> <li>- Fundamentals of cultural policy (institutions, structures, cultural federalism)</li> <li>- Financing of culture (fundamentals of cultural economics, economic justification of government intervention in the cultural sector, public grants, sponsoring and fundraising, innovative approaches to culture funding)</li> <li>- Culture marketing und audience development</li> <li>- Cultural tourism as a field of action in regional management</li> <li>- Location management</li> <li>- Marketing</li> <li>- Visitors/distribution</li> <li>- Sponsorship</li> <li>- Program</li> <li>- Project management, conflict management, project management, Gantt project, risk management</li> <li>- Event management methods (development of subject-specific event themes, time efficiency, creativity techniques, development of working concepts)</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>City Marketing:</u> City marketing as an approach to the targeted design and marketing of a city is based on the philosophy of customer orientation. It serves to sustainably secure and increase the quality of life of the citizens and the attractiveness of the city in the competition between locations. Students will learn how a systematic urban marketing planning process works and how it can be managed by applying the tools of the marketing mix.					

Various institutionalized procedures are being tested in order to bring together the many and varied interests from both the public and private sectors of urban society and to unite them in a holistic strategy.

#### Regional, Cultural or Event Management

Rural areas are facing major challenges due to social development trends such as demographic change, pluralization and individualization. In these areas in particular, culture plays an important role in social cohesion, quality of life and regional development. The course serves to impart basic knowledge of the cultural, economic and social science fundamentals relevant to cultural management. The aim is to promote an understanding of the different logics of action in art, culture, business and society. The students are enabled to move confidently in the cultural environment, to master instruments of cultural management and to act successfully as mediators between art, culture and the region. The events sector in Germany continues to record steady growth. In many corporate and also municipal fields of work, the planning and execution of events has become an important part of everyday work, so that in this seminar numerous insights into the various aspects of event management will be tested in a practice-oriented manner. In this seminar, students plan their own real event and are supported in their work in small groups by the supervising lecturers. Here, they can apply, expand and consolidate their knowledge from the Project and Event Management courses from the third semester. Students are enabled to make decisions on their own responsibility and to gain and implement practical experience.

#### **Literature and teaching aids**

##### City Marketing:

Meffert, H./Spinnen, B./Block, J./bcsd e.V. (Eds.; 2018): Praxishandbuch City- und Stadtmarketing, Springer Gabler, Wiesbaden.

Kausch, T., Pirck, P. & Strahlendorf, P. (2017): Städte als Marken, New Business Verlag, Hamburg.

Lahner, J./Neubert, F. (2016): Einführung in die Wirtschaftsförderung, Springer Gabler, Wiesbaden.

Rößler, A. (2019): Internal City Branding: Ein empirisch validiertes Modell zur internen, identitätsbasierten Markenführung von Städten, Springer Fachmedien, Wiesbaden.

Wesselmann, S./Hohn, B. (2017): Public Marketing: Marketing-Management für den öffentlichen Sektor, 4th edition, Springer Gabler, Wiesbaden.

Lecture slides and working materials

##### Regional, Cultural or Event Management

Klein, A. (2011): Kompendium Kulturmanagement: Handbuch für Studium und Praxis, Vahlen, München.

Hoppe, B. M./Heinze, T. (2016): Einführung in das Kulturmanagement: Themen - Kooperationen - Gesellschaftliche Bezüge, Springer Fachmedien, Wiesbaden.

Heinrichs, W. (2012): Kulturmanagement: Eine praxisorientierte Einführung. 3rd edition, WBG, Darmstadt.

Klein, A. (2010): Kulturpolitik: Eine Einführung. 3rd edition, VS Verlag für Sozialwissenschaften, Wiesbaden.

Beckmann, K. (2006): Seminar-, Tagungs- und Kongressmanagement: Veranstaltungsdidaktik und -design, -Projektmanagement Durchführung und Nachbereitung, 2nd edition, Cornelsen Verlag, Berlin.

Behrens-Schneider, C./Birven, S. (2009): Events- und Veranstaltungen organisieren, Redline, München.

Bühnert, C./Luppold, S. (2017): Praxishandbuch Kongress-, Tagungs- und Konferenzmanagement: Konzeption & Gestaltung, Werbung & PR, Organisation & Finanzierung, Springer Gabler, Wiesbaden.

Holzbaur, U. (2010): Eventmanagement - Veranstaltungen professionell zum Erfolg führen, 3rd ed., Springer Gabler, Berlin.

Jäger, D. (2018): Grundwissen Eventmanagement, UKV Verlagsgesellschaft, Munich.

Kiel, H.-J./Bäuchl, R. G. (2014): Eventmanagement: Konzeption, Organisation, Erfolgskontrolle, Vahlen, München.

Kirchgeorg, M./Dornscheidt, W./Stoeck, N.(2017): Handbuch Messemanagement. Planung, Durchführung und Kontrolle von Messen, Kongressen und Events, Springer Gabler, Wiesbaden.

Knoll, T. (2018): Veranstaltungsformate im Vergleich: Entscheidungshilfen zum passgenauen Event, Springer Gabler, Wiesbaden.

Massonne, F. (2017): Veranstaltungsmanagement, Springer Gabler, Berlin.

Sakschewski, T./Paul, S. (2017): Event Management Märkte, Aufgaben und Akteure, Springer Gabler, Wiesbaden

Lecture slides and working materials

## 5. Term 5

### SL9 Municipal Law and Public Economics

No: SL9	Mandatory module: Municipal Law and Public Economics	Language: German		Credit points: 6	
		Frequency: Each fall term		Term: 5	
		Workload: 180h		Form of examination: KL80	
	Prerequisites for participation:	Contact hours: 60h	Self-study hours: 120h		
Courses:		Module commissioner: Prof. Dr. Grit Leßmann		Teaching and learning types:	Scope (SWS):
Public Economics				V+Ü	2
Municipal Law				V+Ü	2
<b>Contents</b>					
<u>Public Economics</u> <ul style="list-style-type: none"> <li>- Scope and analysis of government activity</li> <li>- Provision of public goods and correction of external effects</li> <li>- Basic questions of the distribution of income and wealth</li> <li>- Social welfare functions, conflict between efficiency and justice</li> <li>- Theory of taxation (types of taxes, tax rates, tax burden distribution, optimal taxation)</li> <li>- Public debt (debt theories and constitutional limits)</li> <li>- Basics of the social security systems</li> <li>- State fiscal equalization and municipal finances (municipal taxes, contributions and fees)</li> </ul>					
<u>Municipal Law</u> <ul style="list-style-type: none"> <li>- Legal peculiarities of sovereign and public-law actions in the municipal sector: <ul style="list-style-type: none"> <li>o key sources of law</li> <li>o legal typology of municipalities and their legal status in the state structure</li> <li>o guarantee of local self-government</li> </ul> </li> <li>- Tasks of the municipalities</li> <li>- Inner local government: bodies of the municipalities, formation, competences and responsibilities</li> <li>- Distinction between citizens and residents and their rights and obligations</li> <li>- Economic activity of municipalities as an important part of the "municipal law theme park"</li> <li>- Legal protection options (e.g. municipal constitutional complaint or measures of municipal supervision)</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<u>Public Economics</u> <p>The course introduces students to the fundamentals of public sector economics. They will get an overview of the relevant activities of the state and learn about fiscal policy goals, instruments and effects. In addition, the course will focus on financial and budgetary issues of a federal state structure.</p>					
<u>Municipal Law</u> <p>Students learn about the legal characteristics of sovereign and public law actions in the municipal sector and gain comprehensive insight into the tasks of municipalities as well as the acting bodies of the municipality.</p>					

**Literature and teaching aids**Public Economics

Blankard, C. B. (2017): Öffentliche Finanzen in der Demokratie: Eine Einführung in die Finanzwissenschaft, 9th edition, Vahlen, Munich.

Brümmerhoff, D./Büttner, T. (2018): Finanzwissenschaft, 12th edition, De Gruyter Oldenbourg, Munich

Fritsch, M. (2018): Marktversagen und Wirtschaftspolitik: Mikroökonomische Grundlagen staatlichen Handelns, 10th edition, Vahlen, Munich.

Zimmermann, H./Henke, K. D./Broer, M. (2017): Finanzwissenschaft: eine Einführung in die Staatsfinanzen, 12th edition, Vahlen, Munich.

Homburg, S. (2015): Allgemeine Steuerlehre, 7th edition, Vahlen, Munich.

Slides and working materials

Municipal Law

Burgi, M.: Kommunalrecht. Current edition, C.H. Beck, Munich (subject to change of publisher).

Engels, A.; Krausnick, D.: Kommunalrecht. Current edition, Nomos, Baden-Baden (subject to change of publisher).

Pautsch, A. (2014): Kommunalrecht Niedersachsen. SV Saxonia, Dresden.

Seidel, A./Eckehart, R./Möstel, M. (2018): Allgemeines Verwaltungsrecht: Mit Kommunalrecht mit Bezügen zum Verwaltungsprozessrecht sowie Staatshaftungsrecht, 3rd edition, C.H. Beck, Munich.

Seybold, J./Neumann, W./Weidner, F.: Niedersächsisches Kommunalrecht, current edition, Maximilian, Hamburg (subject to change of publisher).

Essays from legal education or professional journals

Slide sets and assignment sheets

**SL10 Interdisciplinary Fields of Action**

<b>No:</b> SL10	<b>Mandatory elective module:</b> Interdisciplinary Fields of Action (2 electives out of 4)	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 5	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Tourism Management				V+Ü	2
Sports and Municipality				V+Ü	2
Transport and the Environment				V+Ü	2
Strategic Communication in Non-Profit Organizations				V+Ü	2
<b>Contents</b>					
<u>Tourism Management</u>					
<ul style="list-style-type: none"> <li>- Conceptual system of tourism, scientific classification</li> <li>- Features of tourist offers and tourist models</li> <li>- Tourist demand: recording methods and key figures</li> <li>- Travel decision process</li> <li>- Booking and travel behavior for vacation trips</li> <li>- Short trips, business trips</li> <li>- Demand for health resorts</li> <li>- The importance of tourism</li> <li>- Tourism criticism</li> <li>- Tourism policy organizations and basic structures</li> <li>- Design concepts within tourism policy</li> <li>- Tasks of the individual tourism providers within the tourism value chain</li> <li>- Services and market structures at service providers (hotel industry, tourist transport companies)</li> <li>- Tour operators, travel agents and destinations/attractions</li> </ul>					
<u>Sports and Municipality</u>					
<ul style="list-style-type: none"> <li>- Overview of sports providers in Germany</li> <li>- Interfaces of sports with other topics of urban and regional management</li> <li>- Structure of the club and association sports</li> <li>- Economic fundamentals of various sports operations (e.g. clubs, commercial providers, professional sports companies)</li> <li>- Actors and framework conditions of municipal sports policy</li> <li>- Sports spaces and sports facilities as the basis of sporting activities</li> <li>- Sports development planning as a municipal task</li> <li>- Sports events</li> </ul>					
<u>Transport and the Environment</u>					
<ul style="list-style-type: none"> <li>- Inventory and development forecasts</li> <li>- Noise from road/rail and air traffic</li> <li>- Pollutants, emissions from road traffic, pollutant reduction</li> </ul>					

- Land use,
- Energy consumption
- External effects
- Sustainability, environment and transport policy.

#### Strategic Communication in Non-Profit Organizations

- Definition and central terms of strategic communication
- Communication science classification and introduction to fundamental questions
- Strategic communication
- Communication controlling and integrated communication
- Relevant communication policy instruments (especially media advertising, media relations, direct-marketing, sales promotion, trade fairs/exhibitions, events, online communication)
- Special features of non-profit organizations compared to profit organizations
- Consequences resulting from this for communication planning
- Overview of different reference groups and the corresponding disciplines
- Distinction between internal and external communication
- Overview of communication goals and strategies from selected fields of action of non-profit organizations

#### **Learning objectives and competencies to be imparted**

##### Tourism Management

Students will be taught the basics of the tourism system. The peculiarities of the tourist service are worked out. Students learn to place the disciplines of tourism studies in the overall context of the scientific system. In the process, they learn to work with tourist models. Today's tourism demanders and suppliers are analyzed. The demanders for vacation trips are considered in detail by the students with regard to their travel decision, booking behavior and travel behavior. For this purpose, general conditions, influencing factors and vacation travel motives are taken into account. Service providers are examined with regard to the tourism value chain. Finally, students learn about tourism policy organizations and basic structures and classify them in possible tourism policy design concepts.

##### Sports and Municipality

Students are able to classify various forms of sporting activity and establish the connection with municipal action. This includes knowledge of the basics of the economic activities of non-profit and professional organizations in sports and the specifics of municipal sports policy. Students are finally able to orient themselves in the subject area of sport and municipality.

##### Transport and the Environment

Students are provided with an overview of transportation concerns in an overall planning context. Upon successful participation, students will have methodological and conceptual competencies regarding the cross-relationships between transport and the environment, will be able to prepare emission balances, and will be able to apply sustainability methods in theory and practice.

##### Strategic Communication in Non-Profit Organizations

Students will be taught the fundamentals of strategic communication in general as well as specifically in the context of non-profit organizations. To this end, students first become familiar with central concepts of strategic communication and learn to discuss relevant communication science problems. In a general part, students learn about the planning phases of a communication concept and communication controlling on an operational level and about the concept of integrated communication on a strategic level. Students will be able to discuss the advantages and disadvantages of communication policy instruments for specific problems. Students not only know the specifics of strategic communication of non-profit organizations from different fields of action but can also develop communication strategies for different target groups.

#### **Literature and teaching aids**

##### Tourism Management

- Linne, M. (2016): Grundwissen Tourismus, UKV Verlagsgesellschaft, Constance/Munich.  
 Rein, H./Strasdas, W. (Ed.) (2017): Nachhaltiger Tourismus. Einführung. 2nd edition, UKV Verlags-gesellschaft, Constance/Munich.  
 Freyer, W. (2015): Tourismus - Einführung in die Fremdenverkehrsökonomie. 11th edition, De Gruyter Oldenbourg, Berlin/Boston.

Sports and Municipality

Bezold, T. (Eds.; 2013): Handwörterbuch des Sportmanagement, 2nd edition, Verlag Peter Lang, Frankfurt am Main.

Bielzer, L./Wadsack, R. (Eds.; 2011): Betrieb von Sport- und Veranstaltungsimmobilien, Verlag Peter Lang, Frankfurt am Main.

Fahrner, M. (2014): Grundlagen des Sportmanagements, 2nd edition, De Gruyter Oldenbourg, Munich

Pruin, G. (Eds.; 2008): Sportbünde und kommunale Sportpolitik, Meyer & Meyer, Aachen.

Wach, G./Wadsack, R. (2017): Sport in der Kommune als Managementaufgabe, Verlag Peter Lang, Frankfurt am Main.

Lecture notes

Transport and the Environment

Literature and working materials as well as competent contact persons will be presented and named during the course.

Strategic Communication in Non-Profit Organizations

Bruhn, M. (2012): Marketing für Nonprofit-Organisationen - Grundlagen, Konzepte, Instrumente, 2nd ed., Kohlhammer, Stuttgart.

Hoffjann, O. (2015): Public Relations, UKV Verlagsgesellschaft, Constance/Munich.

Zerfaß, A./Piwinger, M./Röttger, U. (eds.; 2019): Handbuch Unternehmenskommunikation: Strategie - Management - Wertschöpfung, Springer Gabler, Wiesbaden.

**SL11 Urban and Regional Geography**

<b>No:</b> SL11	<b>Mandatory module:</b> Urban and Regional Geography	<b>Language:</b> German		<b>Credit points:</b> 5	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 5	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 150h		<b>Form of examination:</b> HA+RE	
<b>Contact hours:</b> 45h		<b>Self-study hours:</b> 105h			
<b>Course:</b>		<b>Module commissioner:</b> Prof. Dr. Grit Leßmann		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Urban and Regional Geography				S	3
<b>Contents</b>					
<ul style="list-style-type: none"> <li>- Selected topics with explicit regional relevance, including: <ul style="list-style-type: none"> <li>o Urban redevelopment in the new federal states</li> <li>o Gated communities in North American, European and Chinese cities</li> <li>o Slum development in South American metropolises</li> <li>o Regional development of European peripheral regions</li> </ul> </li> <li>- Theories, concepts and basic models of human geography</li> <li>- Regional examples</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
Students learn to apply basic theories, models, and concepts from general human geography to regions. To this end, they work in small groups to develop papers on selected issues. In doing so, they consider the special relationships between societies and spatial environments. They classify processes and spatial structures accordingly. In subsequent discussions, they critically examine the examples. Students deepen competencies to recognize global, regional, and local linkages and interrelationships.					
<b>Literature and teaching aids</b>					
<p>Bähr, J. (2010): Bevölkerungsgeographie: Verteilung und Dynamik der Bevölkerung in globaler, nationaler und regionaler Sicht, 5th edition, Verlag Eugen Ulmer, Stuttgart.</p> <p>Bathelt, H./Glückler, J. (2018): Wirtschaftsgeographie: Ökonomische Beziehungen in räumlicher Perspektive, 4th edition, Verlag Eugen Ulmer, Stuttgart.</p> <p>Borsdorf, A./Bender, O. (2010): Allgemeine Siedlungsgeographie, UTB, Wien.</p> <p>Eckardt, F. (Eds.; 2012): Handbuch Stadtsoziologie, Springer VS, Wiesbaden.</p> <p>Gebhardt, H./Glaser, R./Radtke, U. (et al.) (eds.) (2016): Geographie: Physische Geographie und Humangeographie, 2nd edition, Springer Spektrum, Berlin/Heidelberg.</p> <p>Gebhardt, H./Glaser, R./Lentz, S. (Eds.; 2013): Europa - eine Geographie, Springer Spektrum, Berlin/Heidelberg.</p> <p>Heineberg, H. (2017): Stadtgeographie, 5th edition, Schöningh, Paderborn.</p> <p>Kulke, E. (Eds.; 2010): Wirtschaftsgeographie Deutschlands, 2nd edition, Spektrum Akademie Verlag, Heidelberg.</p> <p>Kulke, E. (2017): Wirtschaftsgeographie, 6th edition, Schöningh, Paderborn.</p> <p>Liefner, I./Schätzl, L. (2017): Theorien der Wirtschaftsgeographie, 11th edition, Schöningh, Paderborn.</p> <p>Maier, G./Tödting, F. (2012): Regional- und Stadtökonomik 1: Standorttheorie und Raumstruktur, 5th edition, Springer Wien Verlag Österreich, Vienna.</p> <p>Maier, G./Tödting, F./Trippel, M. (2012): Regional- und Stadtökonomik 2: Regionalentwicklung und Regionalpolitik, 4th edition, Springer Wien Verlag Österreich, Vienna.</p> <p>Slides of the student presentations</p>					



**SL12 Financing Practices**

<b>No:</b> SL12	<b>Mandatory module:</b> Financing Practices	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 5	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> KL80	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Sponsorship				V+Ü	2
Fundraising				V+Ü	2
<b>Contents</b>					
<p><u>Sponsorship</u></p> <ul style="list-style-type: none"> <li>- Basics (definition, characteristics, types of sponsorship)</li> <li>- Development and significance of sponsorship</li> <li>- Impact research and effects (perception, learning and memory, attitude and image, especially image transfer, commercial research institutes)</li> <li>- Management of sponsorship:             <ul style="list-style-type: none"> <li>o Sponsorship principles</li> <li>o Strategic sponsorship planning (object, goals, target group, strategy, budget)</li> <li>o Operational sponsorship planning (sponsorship selection, contract, communicative use)</li> <li>o Implementation</li> <li>o Control of sponsoring (process, result, profitability controls)</li> </ul> </li> </ul> <p><u>Fundraising</u></p> <ul style="list-style-type: none"> <li>- Non-profit status and tax code as a basis</li> <li>- Fundraising strategy (understanding, institutional readiness, strategic approach, operational implementation)</li> <li>- Fundraising channels (among others, donations, foundation funds, public subsidies, sponsoring associations)</li> <li>- Basic possibilities of use and implementation in the context of the reference field of urban and regional development management</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p><u>Sponsorship</u></p> <p>Students will gain insight into the communication and commercial context of sponsorship. They learn to recognize and evaluate sponsoring strategies and develop sponsoring concepts from the perspective of the sponsor and the sponsored party.</p> <p><u>Fundraising</u></p> <p>Students know the basics of fundraising. Core topics are non-profit, persuasion, and the funding landscape in Germany and the region. The course will cover various opportunities and avenues of financial support for non-profit and/or community projects. Some active fundraisers as well as sponsors will present themselves and their work personally and exemplarily.</p>					

**Literature and teaching aids**Sponsorship

Adjouri, N./Stastny, P. (2015): Sport-Branding, Mit Sport-Sponsoring zum Markenerfolg, 2nd edition, Springer Gabler, Wiesbaden.

Ahlert, D./Woisetschläger, D./Vogel, V. (Eds.; 2007): Exzellentes Sponsoring, Innovative Ansätze und Best Practices für das Markenmanagement, 2nd edition Univ.-Verlag, Wiesbaden.

Bagusat, A./Hermanns, A. (2012): Grundlagen des Sportsponsorings, in: Galli, A./Elter, V.-C./Gömmel, R./Holzhäuser, W./Straub, W. (2012): Sportmanagement, 2nd edition, Vahlen, pp. 457-480, Munich.

Bagusat, A./Marwitz, C./Vogl, M. (eds.; 2008): Handbuch Sponsoring, Erfolgreiche Marketing- und Markenkommunikation, Schmidt, Berlin.

Bortoluzzi Dubach, E./Frey, H. (2011): Sponsoring – Der Leitfaden für die Praxis, 5th edition, Haupt, Bern.

Bruhn, M. (2018): Sponsoring, Systematische Planung und integrativer Einsatz, 6th edition, Springer Gabler, Wiesbaden

Castan, B. (2011): Erfolgskontrolle von Events und Sponsoring, Instrumente für die Evaluation ihrer Werbewirkung, Schmidt, Berlin.

Hermanns, A./Marwitz, C. (2008): Sponsoring, Grundlagen, Wirkungen, Management, Markenführung, 3rd edition, Vahlen, Munich

Hermanns, A./Riedmüller, F. (Eds.; 2003): Sponsoring und Events im Sport, Vahlen, München.

Lecture notes and exercise material

Fundraising

Fundraising Akademie (Hrsg.) (2015): Fundraising Handbuch für Grundlagen, Strategien und Methoden, 5th edition, Springer Gabler, Wiesbaden.

Haibach, M. (2012): Handbuch Fundraising: Spenden, Sponsoring, Stiftungen in der Praxis, 4th edition, Campus, Frankfurt/New York.

Schiemenz, A. (2015): Das persönliche Gespräch - Fundraising durch Überzeugung, Springer Gabler, Wiesbaden.

Urselmann, M. (2014): Fundraising Professionelle Mittelbeschaffung für steuerbegünstigte Organisationen, Springer Gabler, Wiesbaden.

Fundraiser-Magazin: Fundraiser-Magazin Gbr, Dresden. (published quarterly)

**SL13 Case Studies**

<b>No:</b> SL13	<b>Mandatory elective module:</b> Case Studies (1 elective out of 2)	<b>Language:</b> German		<b>Credit points:</b> 6	
		<b>Frequency:</b> Each fall term		<b>Term:</b> 5	
	<b>Prerequisites for participation:</b> none	<b>Workload:</b> 180h		<b>Form of examination:</b> PA	
<b>Contact hours:</b> 60h		<b>Self-study hours:</b> 120h			
<b>Courses:</b>		<b>Module commissioner:</b> Prof. Dr. Andreas Jain		<b>Teaching and learning types:</b>	<b>Scope (SWS):</b>
Case Study 1				S	4
Case Study 2				S	4
<b>Contents</b>					
<ul style="list-style-type: none"> <li>- Topic-specific task processing in small groups</li> <li>- Promotion of teamwork, conflict management</li> <li>- Time management, self-management</li> <li>- Consolidation of scientific work through the preparation of a project report</li> <li>- Getting to know possible occupational fields and industry partners</li> <li>- Application and verification of theoretical knowledge in practice</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p>Students work independently on case studies and/or projects in areas relevant to the degree program. The aim of this course is to gain practical experience, to deepen the work in project groups, to deal with problems, to work scientifically on a topic. After successful participation, students have gone through all phases of a project (planning, organization, implementation, control) and complete it by writing a comprehensive project report for the project partner or instructors.</p>					
<b>Literature and teaching aids</b>					
Working materials are compiled according to the project					

## 6. Term 6

### SL14 Supervised Internship

No: SL14	Mandatory module: Supervised Internship	Language: Depends on where the internship is done		Credit points: 15	
		Frequency: Each spring term		Term: 6	
	Prerequisites for participation: see "Praxissemesterrichtlinie"	Workload: 450h		Form of examination: -	
Contact hours: 0h		Self-study hours: 450h			
Course:		Module commissioner: Supervising lecturer		Teaching and learning types	Scope (SWS):
Internship				B	
<b>Contents</b>					
The content of the internship is determined by the respective internship host/area of responsibility					
<b>Learning objectives and competencies to be imparted</b>					
As a rule, the supervised internships are designed in such a way that the students work on a project at the hosting institution or receive a self-contained sub-project within this framework. In addition to a general orientation in the company / the hosting institution or the establishment of a working environment, the students spend the first weeks of their internship familiarizing themselves with their work and then work independently in the company or in the project.					
<b>Literature and teaching aids</b>					
Admission requirements and organizational matters according to the "Praxissemesterrichtlinie" and "Bachelor-Prüfungsordnung"					

**SL15 Bachelor's Thesis and Defense**

<b>No:</b> SL15	<b>Mandatory module:</b> Bachelor's Thesis and Defense	<b>Language:</b> Usually German		<b>Credit points:</b> 15	
		<b>Frequency:</b> -		<b>Term:</b> 6	
	<b>Prerequisites for participation:</b> see BPO	<b>Workload:</b> 450h		<b>Form of examination:</b> BA + KO	
<b>Contact hours:</b> 0h		<b>Self-study hours:</b> 450h			
<b>Course:</b>		<b>Module commissioner:</b> Supervising lecturer		<b>Teaching and learning types</b>	<b>Scope (here: credit points)</b>
Bachelor's Thesis				B	12
Defense				B	3
<b>Contents</b>					
<ul style="list-style-type: none"> <li>- Work on a problem/task chosen by the student or specified by the internship host</li> <li>- Supervision in the editing process by supervisors at the university (search for sources, academic presentation of results, professional discourse)</li> <li>- Scientific treatment of the topic according to the criteria of scientific work City and Regional Management</li> <li>- Defense of results</li> </ul>					
<b>Learning objectives and competencies to be imparted</b>					
<p>With their Bachelor's thesis, students demonstrate that they are able to independently work on a problem/task from their field of study, which is formulated by a supervisor/first examiner after consultation with the student, using scientific methods and within a specified period of time. The students should be able to analyze questions from practice/research and to answer them with the help of their expert knowledge and scientific sources. The student must be able to present the results in written and oral form. With the defense, students demonstrate that they can present complex tasks in a structured manner and defend the content. The exact procedure for this is regulated by the "Prüfungsordnung".</p>					
<b>Literature and teaching aids</b>					
<p>Guidelines for scientific work in City and Regional Management  Guideline for qualitative interviews  Literature depending on problem/task</p>					