



Module Manual

distance learning programme

MBA (Master of Business Administration)
Motorsport-Management



State: April 2021

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Curriculum

1. Semester	ECTS	teaching units/ self-study in h	exam
Module 1: Management-Framework	10	18/236	KL
Holistic Management Business Administration Basics I Business Administration Basics II Traditional Value Chain New Concepts Sustainability in operational Value Creation Processes Meaning and interpretation of Innovation Processes and Procedures in Innovation Management Innovation of products, processes, business models and organisations			
Module 2: Communication & Soft Skills for Leadership	5	16/113	SA
Rhetoric for customer contact Negotiation and argumentation techniques Intercultural Management Methodological Competence			
Module 3: Marketing-Politics and Strategy	5	10/118	SA
Fundamentals and Strategy I: Market-oriented Management of Marketing and Sales Fundamentals and Strategy II: Strategic Analysis and Strategy Development			
	20	44/467	

ECTS: European Credit Transfer System, teaching unit: 45 min, KL: written or oral exam, SA: term paper

2. Semester	ECTS	Teaching units/self-study in h	exam
Module 4: Performance and Financial Management	10	22/233	KL
Management Accounting and Financial Reporting: Cost and Profit Management Financial Management and Controlling			
Module 5: Marketing: Market Research and Customer Management	5	10/118	SA
Information Management for Marketing Market Psychology Topic of the Year Case Study Seminar on Marketing			
Module 6: Management: Economics & Quantitative Analysis	5	10/117	KL/SA
Economics: Macroeconomics Data Analysis: Statistics			

	20	42/469	
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ECTS: European Credit Transfer System, teaching unit: 45 min, KL: written or oral exam, SA: term paper

3. Semester: MBA Motorsport-Management	ECTS	teaching units/ self-study h	exam
Module 15: Organization in Motorsport	5	14/111	SA
Basics of Motorsport Management Processes, procedures and regulations in Motorsport			
Module 16: Human Resource-, Project- and Management Techniques in Motorsport	5	14/111	KL
Team Management in Motorsport Project Management and Motorsport Logistics Event and track Management of Motorsport Events			
Module 17: Marketing in Motorsport	10	20/230	SA
Market Research and Social Media in Motorsport Project Seminar: Press and Public Relations in Motorsport Sponsoring and Financing in Motorsport Innovation and Brand Management Legal issues in Motorsport			
	20	48/452	

ECTS: European Credit Transfer System, teaching unit: 45 min, KL: written or oral exam, SA: term paper

4. Semester: Master Thesis Semester	ECTS	Teaching units / self-study in h	exam
Module 13: International Master Thesis Seminar (Out-of-Campus)	4	32/68	SL
Business and Corporate Ethics International Management			
Module 14: Master –Thesis and Kolloquium	26	0/650	MT
Gesamt:	30	32/718	

ECTS: European Credit Transfer System, teaching unit: 45 min, MT: Master Thesis, SL: study performance, SA: term paper

Module Manual

Management-Framework					
Modul 1	Workload 250 h (10 ECTS * 25h)	Credits 10 ECTS	Semester of study 1. Sem.		Duration 1 Semester
1	Courses <u>M 1.1 Business Administration Basics</u> <ul style="list-style-type: none"> - Holistic Management - Basic Business Administration I - Basic Business Administration II <u>M 1.2 Operational Processes</u> <ul style="list-style-type: none"> - Traditional value chain - New concepts (holistic production system, supply chain management) - Sustainability in operational value creation processes <u>M 1.3 Basics of innovation management</u> <ul style="list-style-type: none"> - Meaning and interpretation of innovation - Processes and procedures in innovation management - Innovation of products, processes, business models and organizations 		Contact time 18 Lesson units or 13,5 h	Self study time 236,5 h	
2	Learning outcomes / Competences <u>M 1.1 Business administration basics</u> After studying this submodule, students will be able to <ul style="list-style-type: none"> - explain basic economic terms as well as classify and evaluate economic activities; - understand how entrepreneurial thinking works and the importance of corporate management; - describe essential operational tasks as well as ideal-typical individual economic and cross-company processes; - understand the most important legal forms of companies as well as the significant differences between partnerships and corporations; - define central concepts of organizational theory and describe different organizational forms; - understand accounting as a numerical representation of the company's activities <u>M 1.2 Operational processes</u> After studying this submodule, students will be able to				

	<ul style="list-style-type: none"> - define the terms procurement, production and distribution logistics and know how the logistics process is integrated into the company's operations and that interfaces exist with business partners, customers and suppliers; - explain essential principles of material supply and their areas of application; - outline the basic planning stages of production logistics with their essential functions; - describe the steps necessary to transfer goods from a company to its customers; - show potentials of new logistic concepts, which have also emerged due to the influence of information and communication technologies, especially the internet, - explain the elements of the Toyota Production System, - understand the development of supply chain management and recognize the bullwhip effect as a driver of SCM, - identify the potential of new logistics concepts that have also emerged due to the influence of information and communication technologies, especially the Internet, - explain the elements of the Toyota Production System, understand the evolution of supply chain management and recognize the bullwhip effect as a driver of SCM, - address the issue of sustainability across the board in relation to the 17 UN Sustainable Development Goals. - understand sustainability as a new approach to quality in companies and work out ways to cope with the enormous demand as well as the scarcity of resources and the significant increase in energy costs. <p>M 1.3 Basics of innovation management</p> <p>After studying this submodule, students will be able to</p> <ul style="list-style-type: none"> - explain the meaning of innovation; they know different definition approaches from theory and practice and can distinguish the different models and views (e.g. innovation as process vs. innovation as result) from each other; - differentiate between incremental, radical and disruptive innovations and demonstrate this differentiation using examples from the content of M 1.1 and M 1.2; - explain and analyse the connections, overlaps and differences between innovation or innovation management and thematically related terms and approaches (e.g. invention and technology management); - differentiate open innovation as an innovation paradigm from closed innovation and explain the basics as well as examples of methods and approaches of open innovation (e.g. hackathons, idea contests and other crowdsourcing tools, start-up integration, lead users, cooperations, etc.); - explain the relevance and goal orientations of managing innovation activity, and identify and describe building blocks of strategic innovation management; - understand business model (e.g. digital/free/open business models), organizational (e.g. agile, scrum, new work) as well as product and process innovations as fields of innovation management and name examples; - describe the basics of innovation portfolio management; explain the basic innovation process models and (e.g. traditional models, phase-gate models, lean innovation, etc.) from literature and practice in the context of operational innovation management.
	<p>Contents</p> <p><u>M 1.1 Business administration basics</u></p>

The submodule M 1.1 introduces the basics of business administration and corporate management. The starting point is economic activity and economic action in economic units and systems. The economic terms which serve the understanding of business administration or which must be known when dealing with business administration and its application in practice are considered.

The tasks of a company, its integration into the environment as well as entrepreneurial processes in the form of goods, money and information economic processes are presented as a basic prerequisite for understanding management activities. A brief overview of the tasks and sub-areas of accounting, the recording of flows of goods and money in financial accounting and the structure of the balance sheet and income statement form the basis for the introduction to accounting.

Important fundamental decisions of the management determine the framework in the long run for an enterprise. With the choice of the legal form, one of the most important decisions is already made in the foundation phase of the enterprise. Later the enterprise must adapt to changed environmental conditions, in addition co-operations or other enterprise connections can be entered. As a further important decision area the organization system is treated.

M 1.2 Operational processes

The important aspects in submodule 1.2 are:

- market and process-oriented value creation and service provision;
- design of market development processes: marketing, innovation and their interdependencies;
- organization of the Supply chain processes: production, logistics, procurement and their interdependencies;
- introduction to Industry 4.0;
- sustainability in operational value creation processes;
- innovation.

This sub-module serves as a basic introduction to operational value creation processes and the planning sub-areas of production logistics. The students know the terms of production, distribution and procurement logistics and the connections to marketing and innovation. In addition, there is an introduction to the areas of Industry 4.0.

Submodule 1.2 looks at the operational performance process in its operational function as well as at the planning and scheduling level. Due to the different flows of goods, different sub-processes are distinguished: the movement of production factors between suppliers and the company, production logistics with the process of service creation and utilization, and the movement of the created services from the company to the customer.

Production logistics, which is divided into the areas of production planning and realization, accompanies the flow of orders from primary requirements planning to the completion of production orders. In addition to determining the optimum production program, demand planning and time and capacity management as the main planning processes, production control is treated as the implementing functional unit.

The new concepts consider above all the new developments in logistics as well as their holistic approaches to production planning and control. The Toyota Production System is explained here as representative of new concepts.

	<p>The influence of current megatrends on logistics and the development of supply chain management expand operational performance processes to include global supply and customer networks. The development and drivers of SCM are explained using practical examples.</p> <p>With the 2030 Agenda for Sustainable Development, the United Nations (UN) expresses its conviction that global challenges can only be solved together. The Agenda lays the foundation for shaping global economic progress in harmony with social justice and within the earth's ecological limits. At the heart of the Agenda is an ambitious set of 17 Sustainable Development Goals (SDGs). For the first time, the 17 SDGs take equal account of all three dimensions of sustainability - social, environmental and economic.</p> <p>The guiding principle of the Circular Economy is to keep raw materials largely free of waste and emissions in the economic cycle for as long as possible. To this end, discarded products or materials must be kept at the highest possible value-added stage after their original use. In order to realize such a circular economy, adapted logistics concepts for coordinating material and information flows are inevitable, in addition to approaches to recycling-friendly product design and new business models.</p> <p><u>M 1.3 Basics of innovation management</u></p> <p>This sub-module focuses on the innovation management of an organization or a company, which has reference points and overlaps with all other management areas.</p> <p>The significance of innovation is addressed by explaining various definitional approaches and perspectives on the topic from theory and practice. In addition to the understanding of innovation as a result of activities, the understanding of innovation as a process is elaborated, which can either be built up within the framework of innovation management or implicitly reflected in the management fields of the organization.</p> <p>Fundamental to the management of innovation is, among other things, the ability to differentiate innovation with regard to various triggers, its degree of novelty or its effects. Helpful models (e.g. technology push, market pull, interactive models) and categories (e.g. incremental, radical, disruptive innovation) are presented in this submodule. With the help of examples from M 1.1 and M 1.2, these concepts can be easily interpreted and understood.</p> <p>Open innovation is a very important innovation paradigm and is sharply distinguished from classic closed innovation. Especially for open innovation, many methods and tools can be found in practice today that are fundamentally different from classic closed innovation tools (e.g. hackathons, idea contests and other crowdsourcing tools, start-up integration, lead users, etc.).</p> <p>Innovation management has strategic and operational dimensions. While the strategic dimension contributes to the realization of the organizational strategy, the operational dimension shapes the actual operations and processes within the strategic framework, which are explicitly designed in many organizations (e.g., traditional models, phase-gate models, lean innovation, etc.). Especially in recent times, business model (e.g., digital/free/open business models) and organizational (e.g., agile, scrum, new work, design thinking culture) innovations have increasingly taken the stage in this context - these innovation fields go hand in hand with the consideration of the more classically shaped fields of managing product, service, and process innovations and often even move to the forefront of innovation activity.</p>
4	Teaching forms/languages

	<p>Blended learning as learning organization of documents in combination with attendance days (such as lecture, teaching talk, project work) and e-learning as well as self-study and multimedia possibilities of lecturer consultation etc.</p> <p>The attendance days use especially activating forms of teaching and learning, e.g. group work and presentation, discussion, seminar lecture, if necessary case studies.</p> <p>Teaching language: German and English</p>
5	<p>Participation requirements</p> <p>None special</p>
6	<p>Type of exam</p> <p>Written exam</p>
7	<p>Requirements for the award of credit points</p> <p>Passed exam</p>
8	<p>Use of the module (in other study programs)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>According to examination regulations weighted with 10 / 90 ECTS points</p>
10	<p>Module representative and lecturers</p> <p><u>Module representative</u></p> <p>Prof. Dr. Bettina Reuter</p> <p><u>Lecturers:</u></p> <p>Prof. Dr. Bettina Reuter, Prof. Dr. Walter Ruda, Prof. Dr. Christian Thurnes,</p>
11	<p><u>References:</u></p> <p>Ansoff, H. Igor/Kipley, Daniel et al.: Implanting Strategic Management Third Edition, palgrave macmillan, 2018. 3</p> <p>Berner, George: Management in 20XX: what will be important in the future, Siemens, 2004. 3</p> <p>Biazzo, Stefano/Garengo, Patrizia: Performance Measurement with the Balanced Scorecard. A Practical Approach to Implementation within SMEs, Springer Verlag, 2012. 3</p> <p>Bieger, Thomas: Marketing concept – The St. Gallen Approach, UTB, 2015. 2</p> <p>Capaul, Roman/Steingruber, Daniel: Business Studies. An Introduction to the St. Gallen Management Model, Cornelsen, 2014. 1</p> <p>Ciolfi, Jennifer L./Stuart, Stephen: Organizational Succession in F1: An Analysis of Bernie Ecclestone's Roles as CEO of Formula One Management, in: International Journal of Motorsport Management, Volume 2 Issue 1 Article 1, 11-15-2013 1</p>

	<p>Christopher, William F.: Holistic Management, Managing What Matters für Company Success, Wiley, 2007. 2</p> <p>Churchill, Neil C./Lewis, Virginia L.: The five Stages of Small Business Growth, in: Harvard Business Review, May – June 1983. 1</p> <p>Doak, William G.: Management Improvement: A Book targeted to help Middle Management Develop and Implement a Holistic Approach to driving continuous Improvement in their Organizations, 2008. 3</p> <p>Greiner, Larry E.: Evolution and Revolution as Organizations grow, in: Harvard Business Review, July – August 1972. 1</p> <p>Huber, Margit/O`Gorman, Susanne: From Customer retention to a Holistic Stakeholder Management System: Living a Vision, Springer, 2010. 2</p> <p>Kaplan, Robert S./Norton, David P.: The Balanced Scorecard: Translating Strategy into Action, Harvard, 1996. 1</p> <p>Morschett, Dirk/Schramm-Klein, Hanna/Zentes, Joachim: Strategic International Management, Text and Cases, 3rd Edition, Springer Gabler, 2015. 1</p> <p>Nilsson, Fredrik/Petri, Carl-Johan/Westelius, Alf (Editors): Strategic Management Control Successful Strategies Based on Dialogue and Collaboration, Springer, 2020. 3</p> <p>Niven, Paul R.: Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results, Wiley 2002. 2</p> <p>Rüegg-Stürm, Johannes/Grand, Simon: Managing in a complex world: the St. Gallen management model, UTB, 2019. 1</p> <p>Wing Sun Li: Strategic Management Accounting A Practical Guidebook with Case Studies, Springer 2018. 2</p> <p>Wunder, Thomas: Essentials of Strategic Management: Effective Formulation and Execution of Strategy, Schäffer-Poeschel 2016. 2</p> <p>Wunder, Thomas (Editor): Rethinking Strategic Management Sustainable Strategizing for Positive Impact, Springer 2019. 3Bessant, J.; Tidd, J.: Innovation and entrepreneurship. 3rd. ed. Southern Gate: Wiley 2015.</p> <p>Buzacott J. A.: Production Planning and Control: Basics and Concepts (Lehr und Handbücher der Betriebswirtschaftslehre): Basics and Concepts (Lehr- und Handbücher der Betriebswirtschaftslehre) , 2012.</p>
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	<p>Christensen, C.M.: The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Reprint. Harvard Business School Press: Boston, 2016.</p> <p>Caldwell G.: Lean Mastery: 8 Books in 1 - Master Lean Six Sigma & Build a Lean Enterprise, Accelerate Tasks with Scrum and Agile Project Management, Optimize with Kanban, and Adopt The Kaizen Mindset, 2020.</p> <p>DK: The business Book: Big Ideas Simply Explained, 2014.</p> <p>Krause H.-U./DayanandA.: Key Performance Indicators for Sustainable Management: A Compendium Based on the "Balanced Scorecard Approach", De Gruyter 2019.</p> <p>Osterwalder, A.; Pigneur, Y.: Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons, 2010 (deutsche Fassung: 2011).</p> <p>Project Management Institute: Standard for Portfolio MGMT, 2018.</p> <p>Swanson, L.A.: Business Models: Entrepreneurship and Innovation Toolkit. 3rd ed., The Open Course Library 2019. Download: https://openpress.usask.ca/entrepreneurshipandinnovation-toolkit/ .</p> <p>Tidd, J.; Bessant, J.: Managing Innovation – Integrating Technological, Market and Organizational Change. 6th ed. Southern Gate: Wiley 2018.</p> <p>Trott, P.: Innovation management and new product development. 6th ed. Harlow: Pearson Education Limited 2016.</p> <p>Von Hippel, Eric v. Democratizing Innovation. Cambridge: The MIT Press, 2005. Download: https://web.mit.edu/evhippel/www/books/DI/Democlenn.pdf .</p> <p>Zlotin, B.; Zusman, A.; Thurnes, C.: Directed Evolution. Kaiserslautern: Synnovating 2015.</p>
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Communication & Soft Skills for Leadership					
Module 2		Workload 125 h (5 ECTS * 25 h)	Credits 5 ECTS	Study Semester 1. Sem.	Duration 1 Semester
1	Courses M 2.1 Intercultural management M 2.2 Methodological competence		Contact time 12 lessons= 9 hours	Self-study 116 hours	
2	Learning outcomes / competencies M 2.1 Rhetoric for customer contact After completing this sub-module, students can <ul style="list-style-type: none"> - recognize the connections between speaking behavior and personality; - learn to assess speech situations; - recognize the differences between writing and speaking grammar; - master the different phases of preparing lectures; - Use possibilities of topic development and topic development; - understandably understand the factors of intelligibility and technical issues; - analyze the logical connections of argumentative speech and organize your own argumentative statements according to argumentation plans; - classify the relevance of intonation and speaking technique; - Develop keyword concepts on various topics; - Identify relevant behavioral aspects when speaking in groups. S 2.2 Negotiation and argumentation techniques After completing this sub-module, students can <ul style="list-style-type: none"> - Recognize the general conditions and factors influencing the possibility of persuasive communication in the sales and advisory interview; - Define forms, goals, phases of sales talks; - Understand the customer's product assessment and purchase decision as the result of an influenceable complex information processing process; - recognize the influence of verbal, paraverbal and non-verbal behavior on the outcome of sales talks and negotiations based on the approaches of interaction theory and the theory of persuasive communication; - Understand customer orientation and willingness to solve problems as the basis of social techniques to be used; - recognize communication that encourages and hinders conversation; - argue based on problems and motives; - use various techniques of argumentative reference to customer argumentation; - define different paradigms of negotiation; - recognize the structure of objection sequences and forms of processing (objection treatment); - define the key aspects of preparing and conducting a negotiation. 				

	<p>M 2.1 Intercultural management</p> <p>After completing this sub-module, students can</p> <ul style="list-style-type: none"> - distinguish between self-image and external image; - define cultural terms; - differentiate between cultural levels; - apply cultural models; - consciously experience cultural standards; - report on the philosophy and characteristics of the culture considered in the course; - demonstrate knowledge of their markets and developments; - recognize verbal and non-verbal communication differences; - Successfully master business negotiations. <p>M 2.2 Methodological competence</p> <p>After completing this sub-module, students can</p> <ul style="list-style-type: none"> - Name methods for generating ideas and solving problems, make a situation-specific selection and apply selected methods: - classic intuitive-creative methods (e.g. brainstorming and various variants thereof, 635, etc.); - classic systematic-creative methods (e.g. morphological box, scamper, etc.); - selected current creative techniques from common methodological works such as systematic creativity and design thinking (e.g. trend inspiration, 9 Windows canvas, powers of 10, extreme users etc.); - describe current methodological frameworks and workshop formats (e.g. design thinking, lean events, Lego® Serious Play® workshops, card board engineering and prototyping), assign different objectives and apply them in selected parts, - Put problem solving techniques (e.g. A3 problem solving, Toyota Kata) and decision making models into practice, - apply techniques to optimize target and time or self-management, - hold presentations geared towards target groups, - moderate presentations or discussions, - Implement knowledge of learning techniques.
3	<p>Contents</p> <p><u>M 2.1 Intercultural management</u></p> <p>Interpersonal and business dealings in foreign markets is a core competence, especially in global competition, which is to be trained by this sub-module. The contents relate primarily to the Asian market, especially China, but are initially supported by a general chapter on culture and exercises on selective perception (external image / self-image).</p> <p>On the basis of this sub-module, students should come to the conclusion that self-image and external image do not have to match (selective perception). With the help of various exercise types, cultural awareness is to be achieved.</p> <p>In addition to a general awareness of cultural differences, this sub-module also develops various cultural terms and models. So far, a pool of examined cultures or cultural circles has been built</p>

	<p>up. The lecturers in this sub-module were particularly experienced in the Thai, Indian, French and Chinese economy and culture. Russia, Brazil and Turkey are also.</p> <p>The aim is to get to know and implement the ability to act in different markets.</p> <p>M 2.2 Methodological competence</p> <p>This sub-module shows the variety of different work, presentation and creative methods. It enables a rough classification of different methods, so that in the application no methods have to be used blindly, but a conscious choice can be made.</p> <p>Existing frameworks and collections of methods (e.g. various design thinking phase models, problem solving A3, Triz, Toyota Kata, etc.) are roughly explained, especially in the area of creative and problem solving methods. The variety of methods in this field is very large and every year there are new methodological offers, the degree of novelty of which varies greatly. The approaches presented, both classic and modern variations, make it possible to determine the right tools for yourself and the situation by exploring and trying them out.</p> <p>This sub-module lays the knowledge base for the application of work, presentation and creative methods. However, competence development also includes the use of the methods in the further study phases, when working out solutions in homework or seminar work, in the master's thesis and in everyday professional life. The face-to-face event offers the opportunity to experience and try out more unusual current methods for yourself, which also facilitates individual skills development.</p>
4	<p>Teaching forms/ languages</p> <p>Blended learning as a learning organization for teaching letters in combination with face-to-face events (such as lectures, seminars, teaching talks, project work) and e-learning as well as self-study and multimedia options for lecturers etc.</p> <p>The attendance days use activating teaching and learning forms, e.g. B. Group work and presentation, discussion, seminar lecture, case studies if necessary.</p> <p>Teaching language: German and English.</p>
5	<p>Participation requirements</p> <p>no special</p>
6	<p>Examination forms</p> <p>Term paper</p>
7	<p>Requirements for the award of credit points</p> <p>Passed seminar work and possibly successful presentation</p>
8	<p>Use of the module (in other courses)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>Weighted with 5/90 ECTS points in accordance with the examination regulations</p>
10	<p>Module representative</p> <p>Prof. Dr. Reuter</p> <p>Lecturers</p> <p>Prof. Dr. Thurnes, Dominik Zettler, MBA, Reema Singhal M.A.</p>

11	<p>References:</p> <p>Rothlauf J.: A Global View on Intercultural Management: Challenges in a Globalized World (eBook), de Gruyter Oldenburg 2015</p> <p>Opresink M.: The Hidden Rules of successful negotiation and communication (eBook), Springer 2014</p> <p>Thurnes C.; Methodological Competencies: creativity and problem solving techniques 2020 (ELearning Course), 2020</p>
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Marketing-Politics und Strategy					
Module 3	Workload 125 h (5 ECTS* 25 h)	Credits 5 ECTS	Study Semester 1. Sem.		Duration 1 Semester
1	Courses <u>M 3.1 Fundamentals and strategy I: Market-oriented management of marketing and sales</u> <u>M 3.2 Fundamentals and strategy II: strategic analysis and strategy development</u>		Contact time lessons 10 = 7,5 hours	Self study 117,5 h	
2	Learning outcomes / competencies M 3.1 Basics and strategy I: Market-oriented management of marketing and sales After completing this sub-module, students can <ul style="list-style-type: none"> - recognize the consequences of the market orientation for companies, - explain key terms of marketing, - Describe the most important functional areas of marketing and draw the first practical consequences for your own work from marketing. - describe and apply basic concepts for market orientation, - Align marketing decisions on the different markets, - assess the different demand situations, - explain the marketing process. M 3.2 Fundamentals and strategy II: strategic analysis and strategy development After completing this sub-module, students can <ul style="list-style-type: none"> - assess the influences of the market and business environment with the great influence of digitization, - explain the importance, development and levels of strategic management, - explain and apply selected strategic analysis tools such as the Boston Consulting Group method, the Ansoff product-market expansion grid and the SWOT analysis, - present different types of strategy and strategic approaches and implement them in a plan. 				
3	Content M 3.1 Basics and strategy I: Market-oriented management of marketing and sales Shortening product life cycles, changing customer behavior and informational overloading are just some of the developments that companies are facing today. In addition, the topics of digitization and sustainability will become increasingly important for the future of companies and our society in the coming decades. If companies actively implement digitization, they must therefore take economic, ecological and social aspects into account in terms of sustainability. That is why it is so important to understand marketing in these times of rapid change as a concept of market-oriented corporate management that covers all areas of economic activities in the				

	<p>company. Basically, the term marketing can be assigned two meanings: on the one hand, it means a certain way of thinking in the company, and on the other hand, it should delimit a business area of responsibility. Regardless of this, marketing is one of the management concepts without which successful corporate management is not possible. It is necessary that all employees accept the marketing concept in the company and implement it in their daily work. Marketing means managing companies based on an understanding of the market. Companies are more able to assert themselves against the competition, the more they manage to align themselves with the market requirements. Marketing is a management function that always lives from the interplay of strategic planning on the one hand and operational implementation on the other.</p> <p>M 3.2 Fundamentals and strategy II: strategic analysis and strategy development</p> <p>Strategic thinking affects those decisions that affect the future overall situation of the company and thus aims at the overall target system of the company, not individual goals. Strategic decisions therefore have a particularly strong impact on the company. Strategic decisions should always include possible counter reactions from the market. The following ways of thinking are of particular importance for strategic questions: First, it can be checked for which products a common marketing strategy makes sense and which products can be seen separately. It must e.g. For example, it can be examined which products go to the same customers, which products have the same competitors on the market and are substitutable. This gives you business areas that require your own assessment and strategy. It is also about recognizing your own strengths and weaknesses in comparison to competitors and over time. Strategic thinking is thus characterized by differentiated, relative and dynamic thinking.</p>
4	<p>Teaching forms/ languages</p> <p>Lessons as well as recommended attendance days and multimedia options for lecturers.</p> <p>The attendance days use activating teaching and learning forms, e.g. B. Group work, exercises, presentation and discussion of group work, seminar presentation, case studies, case studies. Language of instruction: German and English</p>
5	<p>Participation requirements</p> <p>no special</p>
6	<p>Exam</p> <p>Term paper</p>
7	<p>Requirements for the award of credit points</p> <p>Passed seminar work and successful presentation</p>
8	<p>Use of the module (in other courses)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>Weighted with 5/90 ECTS points in accordance with the examination regulations</p>
10	<p>Module representative</p> <p>Prof. Dr. Reuter</p> <p>Lecturers</p> <p>Marco Wehler, MSc.</p>
11	<p>References and recommended literature:</p>

	<p>Chaffey D.: Digital Marketing 2019</p> <p>Kotler P. and Keller K.: Marketing Management, Global Edition (eBook), Pearson Education 2018</p> <p>Kotler P. and Kartajaya H.: Marketing 5.0 Technology for Humanity, Verlag Pearson Education 2021</p> <p>Kotler P. /Armstrong G.: Principles of Marketing, 2017</p> <p>Vargo St. L.;Lusch R. F.: The SAGE handbook of service-dominant logic (eBook), 2019</p> <p>White D.: The Smart Marketing Book: The Definitive Guide to Effective Marketing Stragies (con- cise Advice), 2020</p> <p>Wiley J. & Sons: Marketing 4.0: moving from traditional to digital, Hoboken, New Jersey: John Wiley & Sons, Inc.,2017</p>
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Performance and Financial Management					
Module 4		Workload 250 h (10 ECTS * 25 h)	Credits 10 ECTS	Semester of study 2. Sem.	Duration 1 Semester
1	Courses <u>Management accounting and financial reporting: cost and profit management</u> <u>Financial management and controlling</u>			Contact time 22 Lesson units or 16,5 h	Self study time 233,5 h
2	Learning outcomes / Competences <p>This module teaches important qualification approaches for management decisions with responsibility for the central business profit (accounting) and financial goals (finance) of a company. Students acquire an integrated set of methods for evaluating commercial decision-making alternatives. They prepare themselves for the subsequent takeover of generalist management positions with commercial responsibility. The module offers opportunities for international, intercultural and ethical reflections or excursions. This is important for the typical orientation of the course towards the takeover of generalist management functions.</p> <p>Module 4 also deals with controlling (controllanship), which is characterized, among other things, by its understanding as a planning and control-oriented form of short-, medium- and long-term corporate management. In addition to professional competence, qualification goals such as scientific competence and methodological competence are also included. Social competences (e.g. ability to work in a team) are promoted by the design of the attendance phases.</p> <p>In terms of content, after the controlling basics, which also include the indispensable basic theoretical knowledge, the controlling concepts at the strategic and operational level of corporate management are dealt with.</p> <p>General learning objectives for the module are</p> <ul style="list-style-type: none"> - expansion of the factual and professional field qualification in the field of performance and financial management; - integrative knowledge of the two practically relevant branches of accounting (financial and management accounting); - applicability of important models from the field of finance and accounting for commercial decisions by executives; - overall understanding of the medium term-operational planning system of international companies as well as the controlling function required for this. 				
3	Contents <p>The operational economic goals that every manager with profit responsibility should know relate to accounting, which comprises external (annual financial statements, financial accounting) and internal (cost and revenue accounting, management accounting) accounting, as well as financial management (finance).</p>				

	<p>Accounting is subdivided into its internal and external parts and placed in its interaction with investment and financial management. Future-oriented planning and controlling methods (including budgeting) complement the content. Important instruments of planning, controlling, coordination and success-oriented information systems (e.g. finance and accounting) are also part of this module.</p> <p>The module consists of two sub-modules:</p> <p><u>Accounting: Management Accounting and Financial Reporting (cost and profit management)</u> Actual and planned cost accounting at full and variable costs; optimal management decisions with the help of contribution margin accounting.</p> <p>Accounting principles of the annual financial statements: balance sheet, income statement, notes and management report, analysing and interpreting financial statement; financial ratios</p> <p><u>Financial management and Controlling</u> Financial management: capital requirements, profitability analysis and financing alternatives; investment analysis, managing working capital</p> <p>Controlling: controlling and corporate planning basics, functional controlling, e.g. marketing controlling, controlling instruments (e.g. BSC).</p>
4	<p>Teaching forms/languages</p> <p>Documents, presentations as well as recommended attendance days and the possibilities of a multimedia consultation hour with the lecturers etc.</p> <p>The attendance days use especially activating forms of teaching and learning, e.g. group work and presentation, discussion, seminar lecture, if necessary case studies.</p> <p>Teaching language: English and German</p>
5	<p>Participation Requirements</p> <p>None special</p>
6	<p>Exam</p> <p>Written exam (equivalent partial exams according to courses)</p>
7	<p>Requirements for the award of credit points</p> <p>Passed exam</p>
8	<p>Use of the module (in other study programs)</p> <p>Applicable in all MBA distance learning programs</p>
9	<p>Significance of the grade for the final grade</p> <p>According to examination regulations weighted with 10 / 90 ECTS points</p>
10	<p>Module representative</p> <p>Prof. Dr. Walter Ruda Prof. Dr. Thomas A. Martin</p> <p>Lecturers</p> <p>Prof. Dr. Ruben Ascuá, StB Dipl.-Kfm. Andrea Martin, Prof. Dr. Thomas A. Martin, Prof. Dr. Walter Ruda</p>
11	<p>References</p> <p><u>Literature and source notes:</u></p>

	<p><u>Accounting: Management Accounting and Financial Reporting</u></p> <p>Primary literature</p> <p>Atrill, Peter / Eddie McLaney: Accounting and finance for non-specialists, 11. Auflage Harlow/UK 2019, Pearson</p> <p>Alexander, David / Christopher Nobes: Financial Accounting 7th Edition : An International Introduction Edition 7, Harlow/UK 2020, Pearson</p> <p>Complementary:</p> <p>Atrill, Peter / Eddie McLaney: Financial Accounting for Decision Makers 9th edition, 2019, Pearson,</p> <p>Elliott, Barry / Jamie Elliott: Financial Accounting and Reporting Edition 19, Umfang 925 Seiten, Pearson 2019</p> <p>Harrison, Walter T., Charles T. Horngren, C. William Thomas et al.: Financial Accounting, Global Edition, 11th ed., Pearson 2018</p> <p>Horngren Charles T., Gary L. Sundem, William O. Stratton et al.: Introduction to Management Accounting, Global Edition, Pearson 2016</p> <p>Horváth & Partners: The Controlling Concept: Cornerstone of Performance Management (English Edition) 1. Auflage, Vahlen, München 2019.</p> <p><u>Financial management and controlling</u></p> <p>Arnold, Glen: Essentials of Corporate Financial Management, 2nd Edition, Pearson 2013.</p> <p>Atrill, Peter/McLaney, Eddie: Accounting and Finance for Non-Specialists, Pearson, 2019.</p> <p>Foerster, Stephen: Financial Management: Concepts and Applications, Global Edition, Pearson 2015.</p> <p>Horváth & Partners: The Controlling Concept Cornerstone of Performance Management A Practical Guide to Effective Management Control, Vahlen, 2009.</p> <p>Leotta, Antonio (Editor): Management Controlling and Governance of Family Businesses Theoretical Insights and Empirical Evidence, Springer 2020.</p> <p>Schäffer, Utz (Editor): Behavioral Controlling Anniversary Volume in Honor of Jürgen Weber, Springer Gabler, 2019.</p> <p>Tomczak, Torsten/Reinecke, Sven/Kuss, Alfred: Strategic Marketing Market-Oriented Corporate and Business Unit Planning, Springer Gabler, 2018.</p> <p>Weber, Jürgen/Schäffer, Utz: Introduction to Controlling, Schäffer-Poeschel, 2013.</p>
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Marketing: Market Research and Customer Management					
Module 5	Workload 125 h (5 ECTS * 25 h)	Credits 5 ECTS	Semester of study 2. Sem.		Duration 1 Semester
1	Courses <u>M 5.1 Information management for marketing</u> <u>M 5.2 Market psychology</u> <u>M 5.3 Topic of the Year</u> <u>M 5.4 Marketing case study seminar</u>		Contact time 10 Lesson units or 7,5 h	Self study time 117,5 h	
2	Learning outcomes / Competences <u>M 5.1 Information management for marketing</u> After completing this submodule, students will be able to <ul style="list-style-type: none"> - explain the basics of market research, - describe the possible applications, forms, procedures, processes, developments and changes in market research, - explain the possible uses of information technology and digitalization, - assess the information potential of customers and - explain the use of the Net Promoter Score (NPS) to measure customer satisfaction. <u>M 5.2 Market psychology</u> After completing this submodule, students will be able to <ul style="list-style-type: none"> - classify market psychology as a science, - explain consumer behavior, - describe the effect of advertising, - explain the basic categories of needs according to Maslow and possibilities of addressing them through marketing instruments. <u>M 5.3 Topic of the Year</u> After completing this submodule, students will be able to <ul style="list-style-type: none"> - familiarize themselves quickly and in a well-founded manner with current topics from a wide variety of economic fields and - discuss their advantages and disadvantages and, after weighing up the alternatives, come to a well-founded decision, thus improving their own decision-making behaviour. <u>M 5.4 Marketing case study seminar</u> After completing this submodule, students will be able to <ul style="list-style-type: none"> - bring themselves up to date with modern marketing knowledge, - familiarize themselves comprehensively and quickly with complex marketing material, - analytically prepare a marketing-specific problem that addresses strategic, tactical as well as operational decision-making levels, 				

	<ul style="list-style-type: none"> - present examples of the implementation of marketing activities on the basis of pre-structured real-life cases and develop a solution proposal that is strictly application-oriented.
3	<p>Contents</p> <p><u>M 5.1 Information management for marketing</u></p> <p>In this sub-module, students learn how to correctly assess the results of market research. They will learn how to assess secondary material, how to cooperate with a market research institute and how to interpret existing data (Big Data). The limits of market research will also be pointed out. Ultimately, market research cannot predict the success of a marketing measure: the better errors are identified and can be avoided in advance, the greater the probability of success for a late marketing concept. Market research is understood here as the basis and control instrument for many marketing decisions. The methods and important application areas of market research are treated and critically reflected. The explanations of the process of a market research study will guarantee the practical reference. In addition, the knowledge about methods and evaluation of data in market research will be shown. It should also become clear that perfect information is never possible and the question always arises which and how much information the company can "afford" and which it probably no longer need. In this context, it will also be explained which information market research can provide for which functional areas in the company. In addition, the use of social media channels to obtain customer data is discussed.</p> <p><u>M 5.2 Market psychology</u></p> <p>In this sub-module, the fundamentals of psychological knowledge are presented insofar as they are relevant for employees in marketing/sales. For market psychology as a so-called "applied science", this means that research results from theory-oriented basic research are used for specific problem areas. Different time horizons apply there than, for example, in marketing theory. Studies on communication research that are still relevant today are used. In addition, the well-known cognitive social psychological theories are explained, which explain how people deal with contradictory information (theory of cognitive dissonance), how they explain the behaviour of other people (attribution theory) and how information is processed. The basics of emotion and motivation psychology, the currently established theories of perception as well as cognitive and social learning theories are also covered. Furthermore, it is shown how people deal with information in general and which consequences can be derived from this for marketing. In this context, it becomes clear how market psychological findings can be incorporated into concrete marketing measures. It also shows how people behave in groups and how and by what means they can ultimately be influenced.</p> <p><u>M 5.3 Topic of the Year</u></p> <p>Within the framework of this sub-module, current and changing topics, industrial and country focal points such as corporate governance, compliance management, acquisitions from China, internationalization in China and India, BRIC, future of the automotive industry, Web 2.0, digitalization, sustainability, are covered.</p> <p><u>M 5.4 Marketing case study seminar</u></p> <p>While traditional forms of teaching mainly serve to convey specialist knowledge, active teaching methods such as case studies simulate possible tasks in management positions. In a case study, a decision-making situation from business practice is presented with specific information that</p>

	characterizes the decision-making situation. Within the framework of the case study, the students have to solve a presented problem and justify the solution. The processing of a case study allows both the complete processing of the entire marketing subject matter as well as the selective in-depth processing of only individual topics. In addition to the transfer of knowledge, which otherwise takes priority, the focus is on knowledge application training in the sense of a transfer of know-how.
4	Teaching forms/languages Documents, presentations as well as recommended attendance days and the possibilities of a multimedia consultation hour with the lecturers etc. The attendance days use especially activating forms of teaching and learning, e.g. group work and presentation, discussion, seminar lecture, if necessary case studies. Teaching language: German and English
5	Participation Requirements None special
6	Exam Seminar paper and presentation
7	Requirements for the award of credit points Passed seminar paper as well as successful presentation
8	Use of the module (in other study programs) -
9	Significance of the grade for the final grade According to examination regulations weighted with 5 / 90 ECTS points
10	Module representative Prof. Dr. Walter Ruda Lecturers: Prof. Dr. Walter Ruda
11	References <u>Literature and source notes:</u>

Management: Economics & Quantitative Analysis				
Module 6	Workload 125 h (5 ECTS* 25 h)	Credits 5 ECTS	Study-semester 2. Sem.	Duration 1 Semester
1	Courses <u>M 6.1 Economics: Makroökonomie</u> <u>M 6.2 Quantitative Analysen: Statistik</u>	contact time in lessons 10 = 7,5 hours	Self-study 117,5 hours	
2	Learning outcomes / competencies M 6.1 Economics: Macroeconomics After completing this sub-module, students can <ul style="list-style-type: none"> - assess the basics of economic policy actions and make well-founded arguments in the context or with the help of abstract economic models; - explain the linkages between key macroeconomic variable such as inflation, unemployment, economic growth and the current account (balance of payments); - analyze current issues on the national and international economic policy agenda. M 6.2 Quantitative analysis: Statistics After completing this sub-module, students can <ul style="list-style-type: none"> - apply basic methods of empirical market research; - collect data material through surveys; - prepare data graphically and numerically (central tendency, variation); - analyze and interpret data meaningfully (regression analysis); - use sample data as a basis for drawing conclusions about certain phenomena in the population (hypothesis testing). 			
	Content M 6.1 Economics: Macroeconomics This sub-module is divided into the basics of economic policy actions – fiscal and monetary policy. Based on the theoretical foundation – aggregate supply and demand model – we analyze past and current economic growth as well as various economic policy issues focused on a German and European perspective. On the theoretical side, we start with addressing the goods market (consumption, investment, government, exports & imports) to derive the IS curve. We then take a look at the financial market and monetary policy (money demand and supply) to derive the LM curve. Combined as our basic work-horse, we apply different policy measures to the IS-LM model to draw first conclusions and recommendations. We extend our analysis by introducing the labor market in its classical and keynesian approach; the latter applies a minimum wage. Addressing the labor market and introducing flexible prices, we construct a new aggregate supply and demand model (AS-AD model). Now, we can deal with labor market as well as with fiscal and monetary policy actions at the same time – all of			

	<p>which might lead to inflation or deflation. Our final focus is on the determinants of long-run economic growth as well as on short-term business cycle fluctuations.</p> <p>S 6.2 Quantitative Analysis: Statistics</p> <p>This module includes the basics of empirical market research (e.g. the process and design of a general statistical analysis). We take a look at various survey methods to derive descriptive statistics and data for hypothesis testing. We focus on representative surveys and concentrate on how to formulate questionnaires and develop multi-item scales. Also, panel surveys and experimental designs are presented.</p> <p>In descriptive statistics, students are introduced to one- as well as two-dimensional frequency distributions and their parameters. Besides graphical presentations of data, we include parameters of central tendency and of dispersion as well as correlations between two variables. In addition, we introduce regression model to derive the determinants of a variable of interest (e.g. monthly sales volume). Regression analysis is modelled in its single as well as multiple version.</p> <p>Inferential statistics deals with data based on samples. We present different (sampling) distributions, introduce estimation methods (confidence intervals for the mean as well as for ratios, determination of required sample size) as well as hypothesis testing for parameters and the independence between two variables.</p> <p>The task of this seminar includes an application of a statistical software tool (Excel) on different examples from the areas of economics, marketing or other study-related areas.</p>
4	<p>Forms of teaching / teaching languages</p> <p>During the seminar we use activating teaching and learning forms, e.g. discussions, team work and various exercises.</p> <p>Mode of teaching (language): German and English.</p>
5	<p>Participation requirements</p> <p>None – though, keeping up-to-date with current economic issues is helpful as well as looking into the basics of statistics will enhance your understanding.</p>
6	<p>Examination forms</p> <p>Portfolio review: seminar paper with a maximum of 10 pages (Quantitative Analysis) and Oral or written exam (Economics).</p>
7	<p>Requirements for the award of credit points</p> <p>Seminar paper (50%) and written exam / oral examination (50%)</p>
8	<p>Use of the module (in other courses)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>Weighted with 5/90 ECTS points in accordance with the official examination regulations.</p>
10	<p>Module representative & Lecturer</p> <p>Professor Dr. Marc Piazzolo</p>
11	<p><u>References:</u></p>

	<p>Economics: Krugman, P.; Wells, R. Macroeconomics, 5th edition macmillan education 2018.</p> <p>Statistics: Barrow, M. Statistics for Economics, Accounting and Business Studies, 7th edition, Pearson 2017.</p>
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Internationales Master-Thesis-Seminar (Out of Campus)					
Module 13		Workload 100 h (4 ECTS*25 h)	Credits 4 ECTS	Study Semester 4. Sem.	Duration 1 Semester
1	Courses M 13.1 Business and Corporate Ethics M 13.2 International Management		Contact time 32 Lesson units or . 24 h	Self Study 76 h	
2	Learning outcomes / Competences M 13.1 Business and corporate ethics After studying this submodule, students will be able to <ul style="list-style-type: none"> - critically deal with questions of business ethics, - evaluate the fundamentals and basic concerns of value management in companies, - deal with the special responsibility of companies with regard to change, innovation and, last but not least, for the environment, - critically question the "corporate policy of sustainability" of companies. M 13.2 International Management After studying this submodule, students will be able to <ul style="list-style-type: none"> - explain the cultural, political and social challenges of managing a company in an intercultural context, - interpret and contextualise various contributions on current topics at an international academic conference, - make their own contributions at an international scientific conference. 				
3	Contents M 13.1 Business and Corporate Ethics <ol style="list-style-type: none"> 1. basics of ethics 2. values as a cultural dimension in a company 3. ethics management: <ul style="list-style-type: none"> - Corporate Governance, - Corporate Social Responsibility and Corporate Citizenship, - Compliance Management - Ethics in the context of innovation, globalisation and sustainability. M 13.2 International Management <ol style="list-style-type: none"> 1. introduction to the cultural, social and economic characteristics of a selected country 2. participation in an academic conference. Course director Prof. Dr. Bettina Reuter and her students has been invited to the annual FIA (Federation Internationale de l' Automobile) Sport Conference since 2016, which took place at that time in Turin, 2017 in Geneva, 2018 in Manila, 2019 in Southafrica and 2020 the Conference was Online.				

	This event is a highlight in each year, because of the contents and contacts.
4	Teaching forms/teaching languages Lecture, discussions, case studies, student presentations, scientific lectures Teaching language: German and English
5	Participation Requirements -
6	Exam Posterpräsentation, Seminararbeit
7	Requirements for the award of credit points Participation in the seminar, preparation of the term paper
8	Use of the Module (in other study programs) -
9	Significance of the grade for the final grade According to PO § 10 (1), the grades of coursework are not included in the final grade.
10	Module representative Prof. Dr. Bettina Reuter Lecturers: Prof. Dr. Bettina Reuter
11	References <u>Literatur- und Quellenhinweise:</u> <u>M 13.1 Wirtschafts- und Unternehmensethik</u> <u>M 13.2 Internationales Management</u> McFarlin, D. B. / Sweeney, P. D.: International Management. Strategic opportunities and cultural changes, 5. Auflage, Routledge, London 2014.

Master Thesis incl. Kolloquium					
Module 14		Workload 650 h (26 ECTS*25 h)	Credits 26 ECTS	Semester of Study 4. Sem.	Duration 1 Semester
1	Courses Individual interview(s) as part of the supervision of the Master's thesis		Contact time 0 lesson units	Self Study 650 h	
2	<u>Learning outcomes / Competences</u> Master Thesis After completing this sub-module, students are able to - independently investigate a delimited scientific topic or a practical problem from the field of management using scientific and/or subject-specific practical methods within the specified period, - evaluate and process the findings and interdisciplinary contexts using scientific and/or practical methods, - demonstrate that they have the necessary specialist knowledge to deal with the topic and can classify and critically reflect on this knowledge in the current state of scientific knowledge, - develop independent ideas or innovative approaches to solutions. Colloquium After completing this submodule, the students can - present and defend the topic and results of their Master's thesis in a professional discussion in terms of content and methodology, - present the Master's thesis in a concise and comprehensible form and present the approach, the methods, concepts or models used as well as the most important results. In doing so, it should also be possible to answer in-depth and further questions for clarification				
3	Contents The following steps for the preparation of the Master's thesis are to be presented in an exposé before registration of the thesis: - Topic identification process in consultation with the supervisor, - Determining the theoretical and practical objectives with a hierarchy of sub-objectives of the Master's thesis, - Knowing the relationship of one's own work to the current state of knowledge (state of art) and the discussion in the literature (literature review), - Draw up a work plan and rough structure of the Master's thesis including a time/measure plan and "milestones", - Explanation of the methodology (technique of answering the research question) and available resources, - Overview of the central relevant specialist literature (at least 10 central sources, not including the course units of the distance learning programme) with formally complete citation,				

	- Present, discuss and reflect on the results.
4	Teaching forms/teaching languages Scientific thesis, scientific lecture with presentation in the colloquium. Language: German or English.
5	Participation Requirements Ability to work and document in a scientific and structured manner. According to the PO, at least 40 ECTS must have been achieved by the time the Master's thesis is registered..
6	Exam Master-Thesis und Kolloquium
7	Requirements for the award of credit points Passed Master's thesis and passed colloquium
8	Use of the module (in other study programs)
9	Significance of the grade for the final grade Gemäß Prüfungsordnung gewichtet mit 26 / 90 ECTS-Punkten. Hierbei wird die Note der Master-Thesis mit 2 Dritteln (entspricht dem Workload von 18 ECTS) und das Kolloquium mit einem Drittel (entspricht dem Workload von 8 ECTS) gewichtet.
10	Module representative Respective supervisor
11	References: <u>Literatur- und Quellenhinweise:</u> Supervisor's format requirements ... r

Organization in Motorsport					
Module 15		Workload 125 h (5 ECTS *25h)	Credits 5 ECTS	Semester of study 3. Sem.	Duration 1 Semester
1	Courses <u>15.1 Basics of motorsport management</u> <u>15.2 Processes, procedures and regulations in motorsport series</u>		Contact time 14 Lesson units or 10,5 h	Self study time 114,5 h	
2	Learning outcomes / Competences <u>15.1 Basics of motorsport management</u> After completing this sub-module, students will be able to <ul style="list-style-type: none">- assess the organization and institutions in motorsport,- recognize relationships and interaction of the departments in the development of racing vehicles,- assess the complexity of team building in motorsport and- classify the most important management tasks in motorsport. <u>15.2 Processes, procedures and regulations in motorsport series</u> After completing this sub-module, students will be able to <ul style="list-style-type: none">- select and apply regulations and standards,- explain the three phases of a motorsport event from the point of view of an event organizer or series operator,- present the interfaces between the associations, the organizers and the teams,- discuss the processes required by both general law and association law to execute a motor-sports event,- and perspective switch from the organizer's view to the promoter's view (series operator) and outline the associated additional requirements.				
3	Contents <u>15.1 Basics of motorsport management</u> Successful management in motorsport involves complex processes and requires extensive knowledge of the prevailing structures and institutions. For this reason, this sub-module explains the basic structure and interaction between the governing bodies (FIA, FIM) and the DMSB. Furthermore, the development of racing vehicles is used to show which organizational units are involved. Thus, from research and development to prototype construction, homologation and basic acceptance, safety and validation are also explained. Case studies and concrete motor-sport successes are used for understanding. Management in motorsport is a leadership task first				

	<p>of all, the complexity of which is also explained using concrete examples and a time schedule showing what happens before, during and after a season. For example, vehicle manufacturers must be well aware of the impact on the entire brand and, of course, of their responsibility. The subject of motorsport has completely different approaches and procedures - depending on the angle from which the subject is approached. It's obvious that, for example, the focus from the driver's point of view is different than the point of view of a team manager, sponsor, series organizer, promoter, official, umbrella organization, etc., or even from the point of view of a vehicle manufacturer.</p> <p><u>15.2 Processes, procedures and regulations in motorsport series</u></p> <p>Knowledge of the regulations and standards in motorsports is most important for the successful management of teams and events.</p> <p>This sub-module serves to show the students which formal requirements are attached to the execution of individual motorsport events as well as entire racing series, especially in the role of a series promoter, regarding the sports law of the respective umbrella organization, as well as the respective (world) associations. In addition, it is shown which regulations of general law are of considerable importance for the execution of motorsport events.</p> <p>Furthermore, the example of the FIA commissions is used to illustrate how the interests of the various players (teams, manufacturers, organizers, promoters, drivers), as well as the balance of interests within the responsible FIA commissions are regulated. In particular, regulations and their effects on the players are explained using case studies. Within an event, there is a large number of players. These include not only the participants and the organizers. A large number of actors work together, so that a competition can be held at all. Among other things, you need track safety, marshals, the race organizer, race officials, sports commissioners and many more. For the sport-legal organization one needs uniform guidelines to guarantee the standard within all competitions worldwide. These guidelines were developed by the FIA and are written down in the International Sporting Code (ISC) and its annexes. They regulate, for example, who may take part in the competitions as a participant and under what conditions, who may start the race, that a safety car must be on site and how many sports commissioners must be present. The organizer must keep the sporting regulations and apply them, otherwise the event will not be approved by the responsible sporting authority.</p> <p>In addition, motorsport provides a very wide range. First of all, the different types have to be considered. For example, endurance racing or sprint events, classic rallies, mountain races, slalom events, circuit races, motorsports with historic vehicles, or, relatively new in the program, racing series for purely electrically powered vehicles.</p> <p>In summary, the goal of the module is to show which processes and procedures exist at different levels between the teams, manufacturers and drivers on one hand; the organizers and series promoters on the other; and the umbrella organization and world associations on the third side of this triangle. Of course, this description also shows which core interests these players have in each respective case and which main goals are pursued. This gives the student a more extensive picture of the entire network of international motorsports, which leads to a significantly improved understanding and enables a professional discussion of selected examples.</p>
4	Teaching forms/languages

	<p>Documents, presentations as well as recommended attendance days and the possibilities of a multimedia consultation hour with the lecturers etc.</p> <p>Within the attendance days especially activating teaching- and learning forms are used, e.g. teaching talk, group work, exercises.</p> <p>Teaching language: German and English</p>
5	<p>Participation Requirements</p> <p>None special</p>
6	<p>Exam</p> <p>Seminar paper</p>
7	<p>Requirements for the award of credit points</p> <p>Passed seminar paper and successful presentation</p>
8	<p>Use of the module (in other study programs)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>According to examination regulations weighted with 5 / 90 ECTS points</p>
10	<p>Module representative</p> <p>Prof. Dr. Reuter</p> <p>Lecturers</p> <p>Volker Strycek, Sven Stoppe, Dr. Julia Walter</p>
11	<p>References</p> <p><u>Literature and source notes:</u></p> <p>Deutscher Motor Sport Bund e.V. im DOSB (Hrsg.): DMSB-Umweltrichtlinien. 3. überarbeitete Auflage, (DMSB Eigendruck) Frankfurt 2017</p> <p>DMSB: Handbuch Automobilsport 2020, Motorsport, Automobilsport, Regelwerke, Publikationen, 2020 (hier immer die neueste Auflage)</p> <p>DMSB: Handbuch Motorsport 2020, Motorsport, Motorsport, Regelwerke, Publikationen 2020 (hier immer die neueste Auflage)</p> <p>DMSB: Monatsmagazin Vorstart</p> <p>Henry, Nick; Angus, Tim; Jenkins, Mark; Aylett, Chris: Motorsport going global (Max Mosley) New York 2007</p> <p>ISC: International Sporting Code, Internationales Sportgesetz der FIA</p> <p>Adrian Newey: Wie man ein Auto baut: Ein Leben für die Formel 1, 2020 bzw. How to Build a Car: The Autobiography of the World's Greatest Formula 1 Designer, 2017</p> <p>Reuter, Bettina (Hrsg.): Motorsport-Management. Grundlagen – Prozesse – Visionen, 2018</p> <p>Stotlar, D.: Developing Successful Sport Sponsorship Plans, 4th Edition (Sport Management Library), 2013</p> <p>International Journal of Motorsport Management: www.intljournalofmotorsportmanagement.org</p>

Human Resource-, Project- and Management Techniques in Motorsport					
Module 16		Workload 125h (5 ECTS*5h)	Credits 5 ECTS	Semester of study 3. Sem.	Duration 1 Semester
1	Courses <u>16.1. Personnel and team management in motorsport</u> <u>16.2 Project management and motorsport logistics</u> <u>16.3 Events and track management of motorsport events</u>		Contact time 14 Lesson units or 10,5 h	Self study 114,5 h	
2	Learning outcomes / Competences <u>16.1 Personnel and team management in motorsport</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - recognize which are the most important management tasks both in the preparation phase of a season, during the races and in the post-season, - assess the importance and complexity of management tasks in motorsport and the significance of the human factor, - discuss crisis management and show possible solutions in selected situations. <u>16.2 Project management and motorsport logistics</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - show the main functions of operational logistics project management of motorsport events, - explain the advantages and disadvantages of network- and service-oriented logistics management, - identify improvement potentials of logistics-oriented management of motorsport events, - explain the special motorsport logistics and classify the area of sustainability as a decisive factor, - create concepts for spectator guidance and traffic management, - discuss selected logistics examples from the different perspectives of motorsports and classify them within the framework of a complete motorsports supply chain. <u>16.3 Events and track management of motorsport events</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - understand and describe the organizational, conceptual and legal differences between the track operator's own events and third-party events at the racetrack, - understand and describe the organizational and legal structure and variants of the preparation and execution of the racetrack operator's own motor sport events, - understand and describe the organizational and legal structure and variants of the preparation and execution of third-party motor sport events on the racetrack, 				

	<ul style="list-style-type: none"> - understand and describe the entrepreneurial possibilities of non-motorsport events on a racetrack and the businesses associated with it, - understand and describe the value-added structure of events at the racetrack, - understand and describe the personnel and organizational structure of the event management and track management departments of a racetrack company.
3	<p>Contents</p> <p><u>16.1 Personnel and team management in motorsport</u></p> <p>The selection and leadership of employees in the motorsport environment is one of the most decisive tasks of management, which requires the interaction of diverse departments. Success in motorsport is always the result of the sum of the individual performances of all team members. This sub-module deals with team building as a preliminary task before the start of the season. The human factor with its expertise and team skills decides the overall success. Building a team with a corresponding value orientation and communicating a common mission statement are just as much a part of the tasks as well as PR work, sponsoring, marketing, vehicle design, team clothing and the organizational preparation of events. Furthermore, team management during the season, including at events, is explained and discussed using examples. In particular, the management tasks during a race, PR, hospitality (access control, catering, contact exchange) and the framework events are to be mentioned. One of the main components of this module is crisis management, which is required in the event of special occurrences (delivery bottlenecks, loss of personnel, budget overruns, development deficits, accidents, etc.). It's discussed how to deal with unusual situations and how to make quick decisions, using concrete examples and solutions are worked out. Today, preventive safety work already includes training of human factors in many high-risk areas in order to create the understanding among those directly involved in motorsports, that certain behaviors can cause or at least encourage the occurrence of incidents and accidents. This also enhances the performance of drivers, stewards and other teams in action at and on the track through more effective use of team skills and the knowledge of the factors affecting a team. These teams become better at what they do because they are trained in "non-technical" skills. Therefore, Human-Factor training of personnel in the various areas involved in motorsport is defined.</p> <p><u>16.2 Project management and motorsport logistics</u></p> <p>The purpose of this sub-module is to demonstrate the improvement potential of logistics-oriented management in the field of motorsports.</p> <p>First of all, the concept of project management and event logistics is placed in the context of today's understanding of logistics. This is followed by a presentation of the network- and service-oriented logistics management of events and the resulting recommendations for action. After the presentation of the strategic tasks, the operational tasks in the field of project management and logistics are explained. Precision and speed, that's what matters in project management. Material and team members, vehicles and hospitality must be transported and completely assembled in complex logistical processes at top speed.</p> <p>For this purpose, current examples from the field of motorsport events are used and worked on in a project-oriented manner.</p> <p>Starting with the basics of logistics and supply chain management, the objectives and contents of special motorsport logistics are explained. The concept of sustainability plays a decisive role in this context. The focus is on automotive sports, both on the circuit and on non-permanent</p>

	<p>tracks (rally). The main objective of motorsport logistics is to ensure the availability of the right equipment (vehicle, spare parts, fuel, motorhome, etc.), in the required quantity, in a ready-to-use state, at the right race location, on time for the start of the race/test, for the right race team and at the right cost. In addition to this main objective, a number of other goals are also being pursued. For example, the individual processes should not only run smoothly, but should also be continuously optimized. These include speed, cost reduction, flexibility and sustainability of logistics activities. The players in motorsport are diverse and, depending on the individual's point of view, there are different requirements regarding logistics tasks. For example, the logistics requirements of a team or factory differ greatly from those of a supplier (e.g. a tire manufacturer), an organizer or a motorsport authority such as the DMSB or FIA.</p> <p>The structuring of motorsport logistics is presented from different perspectives and the specific requirements derived from them. The examples of efficient and sustainable logistics in motorsport provide students with insights and starting points for successfully implementing logistics in their own organization.</p> <p><u>16.3 Events and track management of motorsport events</u></p> <p>The study of this sub-module first familiarizes students with the events that take place on the racetrack. They learn that the totality of these events is differentiated in many ways. This is true from different points of view. First of all, it covers the contents of the events according to the type of activities carried out on the racetrack. Secondly, it covers the scale of the events, the circle of participants and the media perception. Furthermore, it covers the juristic or natural persons of the organizers, in particular divided into own events or external events from the point of view of the racetrack operator, especially with the corresponding roles and tasks taken over by the race-track operator for the events. Related to this are the different levels of organizational effort and finally the legal structure of the underlying contracts.</p> <p>In a different aspect, the students deal with business opportunities that can arise in the environment of the motor sport events or also detached from those, on the business premises connected with the racetrack. This primarily involves the marketing of advertising opportunities and the provision of hospitality services. However, this also applies to events for which the use of the race track is a complementary element of a non-motorsport event, for example corporate events. In addition, there are events that use the premises in the vicinity of a race track without using the track itself; the possibilities of this aspect depend specifically on the infrastructure of the race track and its premises.</p> <p>Events at a motorsports venue do not have a linear, but a complex value creation structure. The individual elements of this structure are at the same time adjusting the profitability of such events. This is what the students have to deal with.</p> <p>Track management and event management at a motorsports venue have different tasks. While track management takes care of the technical condition of the tracks and the on-site organization of the events, event management is a commercial department. The students should understand the interaction of both organizational units and their integration into the overall organization of a company operating a racetrack.</p>
4	Teaching forms/languages

	<p>Documents, presentations as well as recommended attendance days and the possibilities of a multimedia consultation hour with the lecturers etc.</p> <p>Within the attendance days especially activating teaching- and learning forms are used, e.g. teaching talk, group work, exercises.</p> <p>Teaching language: German and English</p>
5	<p>Participation Requirements</p> <p>None special</p>
6	<p>Exam</p> <p>Written exam</p>
7	<p>Requirements for the award of credit points</p> <p>Passed exam</p>
8	<p>Use of the module (in other study programs)</p> <p>--</p>
9	<p>Significance of the grade for the final grade</p> <p>According to examination regulations weighted with 5 / 90 ECTS points</p>
10	<p>Module representative</p> <p>Prof. Dr. Bettina Reuter</p> <p><u>Lecturers</u></p> <p>Prof. Dr. Reuter, Dr. Karl-Josef Schmidt, Volker Strycek, Fabian Berger</p>
11	<p><u>Literature and sources:</u></p> <p>Alex Campbell: Agile: Essentials of Team and Project Management. Manifesto for Agile Software Development, 2020</p> <p>Alex Campbell: Agile Project Management with Scrum: The Ultimate Complete Guide about Agile Project Management with Scrum 2019</p> <p>Daniel Cooney – Decision making (Military tactics to master situational awareness and leadership)</p> <p>Harald Dyckhoff: Supply Chain Management and Reverse Logistics, 2010</p> <p>Ten Hompel, M. u. a.: Whitepaper: Circular Economy Logistics: Fraunhofer-Institut, 2017</p> <p>International Journal of Motorsport Management: www.intljournalofmotorsportmanagement.org</p> <p>Harold Kerzner: Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 2017</p> <p>Herbert Kotzab (Herausgeber), Jürgen Pannek (Herausgeber), Klaus-Dieter Thoben (Herausgeber): Dynamics in Logistics: Proceedings of the 4th International Conference LDIC, 2019</p> <p>Andre Langevin, Diane Riopel: Logistics Systems: Design and Optimization, 2010</p> <p>Adrian Newey: How to Build a Car: The Autobiography of the World's Greatest Formula 1 Designer, 2017</p> <p>Jeffrey K. Pinto: Project Management: Achieving Competitive Advantage, Global Edition 2019</p> <p>James Reason – Human Error</p>

	<p>James Reason – A life in error</p> <p>Reuter, Bettina (Hrsg.): Motorsport-Management. Grundlagen – Prozesse – Visionen, 2018</p> <p>Rushton A., Coucher P., Baker P: The Handbook of Logistics and Distribution Management - Understanding the Supply Chain, 2017</p> <p>Zenger, J.; Folkman, J.: How to be exceptional – Drive leadership by magnifying your strengths, 2012</p> <p>Zenger, J.; Folkman, J.: The Extraordinary Coach: How the Best Leaders Help Others Grow, 2010</p>
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Marketing in Motorsport					
Module 17	Workload 250 (10 ECTS*25h)	Credits 10 ECTS	Semester of study 3. Sem.		Duration 1 Semester
1	Courses <u>17.1 Market research and social media in motorsport</u> <u>17.2 Project seminar press and public relations in motorsport</u> <u>17.3 Sponsorship and financing in motorsport</u> <u>17.4 Innovation and brand management</u> <u>17.5 Legal issues in motorsport</u>		Contact time 20 Lesson units or 15 h	Self study time 235 h	
2	Learning outcomes / Competences <u>17.1 Market research and social media in motorsport</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - recognize types and methods of market research. - Classify requirements and methods in sponsorship. - Classify and apply the terms and principles of digital platforms and channels, - act confidently from planning to success control, - use social networks in a meaningful and targeted manner, - make optimal use of viral marketing. <u>17.2 Project seminar press and public relations in motorsport</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - assess the objectives of press and public relations in motorsport: What can press work achieve - and what not? - Allocate the players in press and public relations work and use them accordingly: Associations, racing series, race organizers, race tracks, car manufacturers, suppliers, racing teams, drivers, PR agencies, etc. - Identify points of contact between motorsport managers and the media. - Introduce the most important players of the organization side and the most important media and social media channels. - Find their own strategies for dealing with (media-relevant) crises. - Recognize the possible relevance of topics for press and public relations with heightened sensitivity. <u>17.3 Sponsorship and financing in motorsport</u> After completing this sub-module, students will be able to <ul style="list-style-type: none"> - describe in detail the importance of sponsorship in motorsport, 				

	<ul style="list-style-type: none"> - name and explain different types of sponsorship, - select suitable types from the general types of sponsorship for motorsport and adapt them to specific needs, - name and explain general forms of financing as well as special forms of financing in motor-sports, - analyze and discuss financing concepts, - identify and create suitable financing options for the various players in motorsport (associations, organizers of individual races, organizers of racing series, racing teams, racetrack operators). <p><u>17.4 Innovation and brand management</u></p> <p>After completing this sub-module, students will be able to</p> <ul style="list-style-type: none"> - Explain the concept of innovation in different dimensions and apply these definitions to work related innovation scenarios, - explain the history and relevance of innovation management; - explain and analyze different paradigms and models of innovation management, - describe fields of action of technology management in interaction with innovation management and bring together practical implications from these fields, - identify areas of strategic innovation management, - understand and apply brand management strategies, - carry out marketing controlling. <p><u>17.5 Legal issues in motorsport</u></p> <p>After completing this sub-module, students will be able to</p> <ul style="list-style-type: none"> - Classify the International Sporting Code (ISC), - apply the legal remedies of protest and appeal and the individual procedural steps, - identify the basic problems in the relationship between riders, teams, organizers, federations, clubs and advertising partners, - determine and check who is entitled to the commercial use of personal rights and where their limits lie, - to deal with media and to recognize which kind of cooperation seems reasonable and in which way the athlete can defend himself against false reporting, - using the legal framework on the basis of a practical example to define a practical framework in which the manager can operate with legal certainty.
3	<p>Contents</p> <p><u>17.1 Market research and social media in motorsport</u></p> <p>The role of market research is primarily to provide information to measure the impact on consumers of various brand-related activities such as product development, pricing, distribution policies, and marketing-related activities.</p> <p>Evaluation - Used to measure and understand the effectiveness of a sponsorship partnership by measuring performance against predetermined objectives either during or at the end of the sponsorship activity (although measurement criteria are established at the start).</p> <p>The field of market research and evaluation is constantly changing, primarily due to technological improvements. Recent advances include: Imagerendering software for TV analysis and improvements in online technology, mostly related to quantitative surveys. The biggest challenge the</p>

industry is facing currently is social media measurement. New software now makes it possible to more measure brand names and context more freely.

This sub-module serves to demonstrate the possibilities of digital media in Motorsport. Digital media & sport - both worlds are all about people interacting.

Some of the almost innumerable possibilities that digital media and especially social media bring to the entire sports world will be elaborated. The following are covered in detail:

- Types and methods of market research,
- requirements and methods in sponsorship,
- digital media in the communication mix of a sports organization/event organization,
- recognizing challenges and opportunities,
- creating the framework conditions for successful use,
- which content fits which social media platform.

17.2 Project seminar press and public relations in motorsports

This sub-module provides students with knowledge of media relevant to motorsports in Germany, such as special interest, general interest media, daily newspapers, weekly papers, internet portals, etc. Another important component is a basic knowledge of TV- and image rights and their impact on organizers, teams and drivers. An overview of social media channels (Facebook, Google+, Twitter, Instagram, etc.) and their special features are now essential in modern target-group-oriented marketing.

During the seminar, typical communication channels will be presented using practical examples, taking into account the specific advantages and disadvantages, cost aspects, etc. A wide variety of communication channels are available for press and public relations in motorsports. They are used depending on the budget, but also depending on the goal of communication and usually complement each other.

Depending on the size and goals of the racing organization, there are different ways of operating the various channels: The spectrum ranges from those responsible themselves (e.g., in the case of small teams) to individual, salaried press employees or a press department (e.g., in the case of automobile manufacturers) to freelancers and PR agencies. However, because of the specialized content of motorsports and the very specific media target group, experts (at the respective level) should always be consulted as far as possible for press relations. Communication in crisis situations, as a special module, shows the students possible scenarios as well as preparation possibilities.

In order to measure the success of press relations, the participants learn about evaluation possibilities as an instrument as well as how to interpret the results. Only by tracking the success of PR measures, one can improve one's own communication.

17.3 Sponsorship and financing in motorsport

In recent decades, sponsorship, and sports sponsorship in particular, has taken off and now represents an important source of refinancing for companies, institutions, and associations and their events.

In motorsport sponsoring, companies come from a wide variety of sectors with different affinities to motorsport. A categorization of the companies can be made, measured by the proximity of their products to motorsports.

The purpose of this sub-module is to illustrate the various forms of sponsorship and financing and their targeted use. In addition to the general financing forms, this sub-module focuses on the special requirements of sponsoring and financing in motorsports.

The individual forms of financing are shown in detail and examined for their appropriate use in motorsports. In addition to the individual consideration, the advantages and disadvantages of the simultaneous use of different forms of financing are shown in the context of the financing concept.

Sponsoring is of particular importance in motor sports. Besides the income from the broadcasting rights of the media, this is usually the only direct source of financing. Special attention is paid to sponsorship of Formula 1 and the Deutschen Touren-Wagenmeisterschaft (DTM). A special feature of sponsorship in motorsports compared with sponsorship in other sports is, for example, the close relationship with the manufacturers of the engines or racing cars, who often also provide their own teams. In the case of racing teams without sponsorship, the drivers often have to bring along their own sponsors.

17.4 Innovation and brand management

The targeted handling of innovation within the framework of innovation management first requires the establishment of a solid understanding of the term. Innovation is a term frequently used in everyday language as well as in business and politics, with a wide variety of definitions being used. This course shows the various typical definition variants and clarifies the most different interpretation possibilities of the innovation concept. These interpretations are to be evaluated contextually, so that the concept of innovation can be defined individually for each organization - for example, the question of "novelty", which is often regarded as a criterion for innovation, cannot be answered trivially in operational practice: How does one measure novelty, who assesses degrees of novelty, etc.? The students get the opportunity to define innovation in front of their own work related reality and to derive implications for innovation management. A look at the historical development regarding the scientific discussion of innovation management creates the basis for the discussion and evaluation of different paradigms and models of innovation management. The critical examination of different models and the respective valid framework conditions explains different approaches to strategic innovation management. In motorsport, there are also numerous interdependencies between innovation and technology management. From this, the fields of action and design for strategic innovation management can be gained and clarified. In this course, the basics of brand management will also be covered. The following topics will be considered in detail: Strategies of brand management, controlling of brand management as well as selected problems of brand management. The basis for effective and efficient decision-making within brand management is conveying methodical basics.

17.5 Legal issues in motorsport

In the context of an event, there are a large number of actors. These include not only the participants and the organizer. A large number of players work together so that a competition can be held at all. Among other things, there is a need for track safety, marshals, race control, race directors, sports commissioners and many more. For the sport-legal organization one needs uniform guidelines to guarantee the standard within all competitions worldwide. These guidelines were developed by the FIA and are laid down in the International Sporting Code (ISC) and its annexes. They regulate, for example, who may take part in the competitions as a participant and

	<p>under what conditions, who may start the race, that a safety car must be on site and how many sports commissioners must be present. The organizer must adhere and apply the sports law regulations, otherwise his event will not be approved by the responsible sports authority.</p> <p>As in other sports, there are rules to follow in motorsports. If the rules are not observed by the participants, penalties can be imposed; the non-observance of the rules can lead to exclusion from the event. However, the participant has the possibility to have the penalty reviewed by an independent body. In motorsport there are two means of appeal - the protest and the appeal. Depending on what the participant wants to defend himself against and depending on the facts of the case, either the protest or the appeal is the right choice. But how do you successfully file an appeal in motorsports?</p> <p>In this sub-module, the following aspects are examined and explained:</p> <ul style="list-style-type: none"> - International Sporting Code (ISC), - protest and appeal remedies and the individual procedural steps, - templates for checklists and example cases for protest and appeal, - relationship of riders, teams, organizers, etc. to federations and clubs, - assignment of personal rights to advertising partners and resulting conflicts, - athletes in advertising and the connection with personal rights, - legal relations between sportsman managers, - general conditions for this relationship.
4	<p>Teaching forms/languages</p> <p>Documents, presentations as well as recommended attendance days and the possibilities of a multimedia consultation hour with the lecturers etc.</p> <p>Within the attendance days especially activating teaching- and learning forms are used, e.g. teaching talk, group work, exercises.</p> <p>Teaching language: German and English</p>
5	<p>Participation Requirements</p> <p>None special</p>
6	<p>Exam</p> <p>Seminar paper</p>
7	<p>Requirements for the award of credit points</p> <p>Passed seminar paper</p>
8	<p>Use of the module (in other study programs)</p> <p>-</p>
9	<p>Significance of the grade for the final grade</p> <p>According to examination regulations weighted with 10 / 90 ECTS points</p>
10	<p>Module representative</p> <p>Prof. Dr. Bettina Reuter</p> <p>Lecturers</p> <p>Nigel Geach, Michael Kramp, Prof. Dr. Walter Ruda, Prof. Dr. Thurnes, Harald Schmeyer</p>
11	<p>References</p> <p><u>Literature and source notes:</u></p> <p>Bessant, J.; Tidd, J.: Innovation and entrepreneurship. Southern Gate: Wiley 2015</p>

	<p>Christensen, C.M.: The innovator's Dilemma: When New Technologies Cause Great Firms to Fail, 3rd edn. Cambridge: HBS Press 2003</p> <p>Chesbrough, H.: Open Innovation: The new imperative for creating and profiting from technology. Boston: Harvard Business School Press 2003</p> <p>DMSB: Handbuch Automobilsport 2020, Motorsport, Automobilsport, Regelwerke, Publikationen, 2020 (hier immer die neueste Auflage)</p> <p>DMSB: Handbuch Motorradsport 2020, Motorsport, Motorradsport, Regelwerke, Publikationen, 2020 (hier immer die neueste Auflage)</p> <p>Henry, Nick; Angus, Tim; Jenkins, Mark; Aylett, Chris: Motorsport going global (Max Mosley) New York 2007</p> <p>Mullin, B. J./ Hardy, St./Sutton, W. A.: Sport-Marketing, 3. Edition, Human Kinetics, Champaign 2007</p> <p>Newey A.: Wie man ein Auto baut: Ein Leben für die Formel 1, 2020 bzw. How to Build a Car: The Autobiography of the World's Greatest Formula 1 Designer, 2017</p> <p>Pedersen, P. M./Parks, J. B. et al. (Editors): Contemporary Sport Management. Fourth Edition, Human Kintetics, Champaign 2011</p> <p>Reuter, Bettina (Hrsg.): Motorsport-Management. Grundlagen – Prozesse – Visionen, 2018</p> <p>Sponsors, different issues</p> <p>Tidd, J./ Bessant, J.: Managing Innovation – Integrating Technological, Market and Organizational Change. Southern Gate: Wiley, 6th edition 2018</p> <p>Trott, P.: Innovation management and new product development. 5th ed. Harlow: Pearson Education Limited 2011</p> <p>von Hippel, E.: Democratizing Innovation, Cambridge: MIT Press, 2005</p> <p>White, M.A.; Bruton, G.D.: The management of technology and innovation. 2. ed, Mason: Thomson, 2011</p> <p>17.3</p> <p>Beck Burridge M; Walten J.: Sports Sponsorship and Brand Development, The Subaru and Jaguar Stories,</p> <p>Beech, John; Chadwick, Simon: The Business of Sport Management, Second Edition, Harlow, England 2013</p> <p>Henry N.; Angus T.; Jenkins M.; Aylett C.: Motorsport going global : the challenges facing the world's motorsport industry</p> <p>Hoye, Russell; et al.: Sport Management, Principles and Applications, Fifth Edition, London, New York 2018</p> <p>Mourao P.: The Economics of Motorsports: The Case of Formula One Paperback – 2018</p> <p>Pedersen, Paul M.; Thibault, Lucie (Editors): Contemporay Sport Management, Fifth Edition, Champaign, IL 2014</p>
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