

Study regulations of the Bachelor's course

Business Psychology & Management

To obtain the academic degree

Bachelor of Arts in Business
abbreviated BA

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: full-time

Duration: 6 semesters

Scope: 180 ECTS

Places for beginners per academic year: 20

Version 1

Adopted by the Faculty on May 6, 2026

Program starts WS 2027/28

Table of Contents

1	Occupational Profiles.....	3
1.1	<i>Career opportunities.....</i>	3
1.2	<i>Qualification profile</i>	4
2	Curriculum	7
2.1	<i>Curriculum data</i>	7
2.2	<i>Curriculum matrix.....</i>	8
2.3	<i>Modularization.....</i>	12
2.4	<i>Internship.....</i>	54
2.5	<i>Semester abroad.....</i>	54
3	Admission requirements.....	55

1 OCCUPATIONAL PROFILES

1.1 Career opportunities

The Bachelor's program in Business Psychology & Management offers a wide range of career fields for graduates that are in high demand on the job market and reflect current trends in the working world.

- **Industrial Psychology in Companies:**
Graduates can work in companies as occupational psychology consultants to improve working conditions, promote employee motivation, and enhance well-being in the workplace.
- **Education & Training:**
The field of education and training offers opportunities for business psychologists to design training courses, develop continuing education programs, and create teaching materials tailored to the needs of learners.
- **Change Management and Corporate Culture:**
Business psychologists can help organizations successfully manage change by analyzing corporate culture, developing change strategies, and guiding employees through the change process.
- **Coaching & Leadership:**
In the field of coaching and leadership, graduates can serve as coaches and leaders to support individuals and teams in their professional and personal development and to foster effective leadership skills.
- **Aptitude & Organizational Assessment:**
Business psychologists can help companies select the right employees by developing and implementing aptitude assessment procedures and conducting organizational analyses to identify strengths and weaknesses.
- **Marketing & Market Research:**
In the field of marketing and market research, graduates can work as market research analysts to analyze consumer behavior, develop marketing strategies, and evaluate the effectiveness of advertising campaigns.
- **Organizational Consulting & Development:**
Business psychologists can support companies as organizational consultants by analyzing organizational problems, planning and implementing change processes, and improving the effectiveness of organizations.
- **Human Resources Management & Development:**
In the field of human resources management and development, graduates may be responsible for recruiting and selecting employees, designing and implementing employee development programs, and developing HR policies tailored to employees' needs.
- **Independent HR & Organizational Consulting:**
In the field of human resources and organizational consulting, graduates can apply their extensive expertise and practical experience to help companies address a wide range of HR challenges and develop customized solutions.
- **Consumer Psychology & Consumer Behavior:**
In the field of consumer psychology and consumer behavior, graduates can help companies understand customer behavior, develop marketing strategies, and improve products and services to better meet consumers' needs.

These diverse career paths offer graduates of the Bachelor's program in Business Psychology & Management a wide range of career opportunities and enable them to have a positive impact on organizations and their employees. Given the high demand for professionals with interdisciplinary skills in the field of business psychology and future trends in the workplace, this program is a promising option for students seeking a successful and fulfilling career.

1.2 Qualification profile

The qualification objectives and learning outcomes of the Bachelor's program in [Subject] align with both academic and professional requirements and correspond to ISCED Level 0788 (International Standard Classification of Education). The content taught qualifies graduates for the professional fields of activity mentioned in previous chapters.

Professional Field	Responsibilities	Competency Description	Competency Mapping	Curriculum/ Modules
Occupational Psychology Counselors	1. Design and Improvement of Working Conditions and Systems	Can conduct (business) psychological evaluations of workplaces within the company	Technical and scientific	ABP, BPR, GWP, GWI, PRA, VPS
	2. Employee Motivation	Can develop recommendations for the design of work systems and communicate them accordingly	Technical-Scientific Human Resources/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
	3. Well-being in the Workplace & Employee Protection	are able to conduct employee interviews to assess and evaluate motivation, well-being, etc.	Technical-Scientific Personnel/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
		can advise and inform companies regarding employee protection	Technical-Scientific Human Resources/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
		are able to develop and implement concepts for training, workshops, and coaching sessions to promote team development and support managers	Technical and scientific Personnel/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
Instructor or Trainer	4. Designing training programs	are familiar with the pedagogical approaches needed to efficiently design training courses and continuing education programs so that knowledge can be imparted within organizations	Technical and scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
	5. Development of continuing education programs			
	6. Creation of learning and teaching materials	Can independently conduct training sessions, seminars, etc., on specific topics while applying pedagogical principles	Technical-Scientific Personnel/Social	AAC, ASS, ABP, BPR, GWP, PRA, SSK, SPR, VPS
		understand business contexts in order to develop appropriate content for training and continuing education programs	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
Change Manager	7. Support, planning, and implementation of change processes and transformations in companies	can initiate, support, and communicate change processes	Technical and scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
		Can resolve conflicts within the context of change processes and transformations	Technical/Scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, PRA, SSK, SPR, VPS
		know how to communicate within the context of change processes and transformations, and how to develop and implement a communication strategy	Technical/Scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, PRA, SSK, SPR, VPS
		Understand business contexts in order to develop appropriate recommendations tailored to individual companies	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, VPS

		Can initiate, structure, and support a change process using (agile) project management	Technical-Scientific	ABP, BPR, GWP, GWI, PRA
Manager Manager	8. Independently leading and managing a department within the company	are able to structure and organize a department	Technical and scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
	9. Budget Responsibility	Understand business management contexts within the company in order to make well-informed decisions	Technical and Scientific	ABP, BPR, GWP, GWI, PRA, VPS
	10. Personnel responsibility	are able to lead employees within the company and delegate tasks	Professional-academic Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
		can initiate, support, and communicate change processes	Technical/Scientific Personnel/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
Aptitude & Organizational Diagnostician	11. Employee selection	are familiar with models, tools, and techniques in HR management and aptitude assessment and can apply them to select suitable employees	Professional and Academic Personnel/Social	AAC, ASS, ABP, GWP, GWI, PRA, SSK, VPS
	12. Application of aptitude assessment methods	are familiar with models, tools, and techniques of organizational analysis and can apply them to companies	Professional-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
	13. Organizational Analysis	understand business contexts in order to develop appropriate recommendations tailored to individual companies	Professional-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
Marketing Expert & Market Researcher	14. Conducting market research	Can scientifically design, develop, and conduct qualitative and quantitative studies	Technical and scientific	ABP, BPR, GWP, GWI, PRA, QQM, VPS
Consumer psychologist	15. Analyzing consumer behavior			
Consumer researcher	16. Developing marketing strategies			
	17. Developing effective advertising campaigns	are able to process qualitative and quantitative data, analyze it statistically, and interpret the results from the perspective of business psychology and management	Technical and Scientific	ABP, BPR, GWP, GWI, PRA, QQM, VPS
		can apply marketing tools and techniques to conduct marketing analyses and develop a marketing strategy	Professional-Scientific	ABP, BPR, GWP, GWI, PRA, QQM, VPS
		can develop effective advertising campaigns while taking aspects of business psychology into account	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, QQM, VPS
Organizational Consultant & Developer	18. Organizational & Management Consulting	are able to identify problems and issues and structure a consulting engagement	Technical and Academic Personnel/Social	AAC, ASS, ABP, GWI, PRA, SSK

		can apply a wide variety of tools from business psychology and management to conduct the necessary analyses	Technical-Scientific	AAC, ASS, ABP, GWI, GWP, PRA, VWP
		understand business contexts in order to develop appropriate recommendations tailored to individual companies	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
		are familiar with models, tools, and techniques for organizational development and are able to apply them to specific problems	Professional-Scientific	AAC, ASS, ABP, GWI, GWP, PRA, VWP
		Can initiate, support, and communicate change processes	Professional-Scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS
HR Manager	19. Independently leading and managing a department within the company	are able to structure and organize an HR department	Technical and Academic Personnel/Social	AAC, ASS, ABP, GWP, GWI, PRA, SSK, VPS
HR Manager	20. Development and implementation of employee development programs	are familiar with models, tools, and techniques for developing HR management in organizations and are able to apply them to specific problems	Professional-academic Human Resources/Social	AAC, ASS, ABP, GWP, GWI, PRA, SSK, VPS
	21. Competency & Talent Management	understand business contexts within the company in order to make informed decisions	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
	22. Strategic HR management	Can resolve conflicts within the context of HR management across companies	Professional-academic Personnel/Social	AAC, ASS, ABP, BPR, GWP, PRA, SSK, SPR, VPS
	23. Acting as a business partner	Are able to implement strategic initiatives in an HR department	Technical-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
Independent HR & Organizational Consultant	24. Management Consulting	Are able to identify problems and issues and structure a consulting engagement	Technical-Scientific Personnel/Social	AAC, ASS, ABP, GWI, PRA, SSK
		can apply a wide variety of tools from business psychology and management to conduct the necessary analyses	Technical-Scientific	AAC, ASS, ABP, GWI, GWP, PRA, VWP
		are familiar with models, tools, and techniques for developing HR management and organizational development within organizations and are able to apply them to specific problems	Professional-Scientific Personnel/Social	AAC, ASS, ABP, GWP, GWI, PRA, SSK, VPS
		understand business contexts in order to develop appropriate recommendations tailored to individual companies	Professional-Scientific	ABP, BPR, GWP, GWI, PRA, VPS
		can initiate, support, and communicate change processes	Technical and scientific Personal/Social	AAC, ASS, ABP, BPR, GWP, GWI, PRA, SSK, VPS

2 CURRICULUM

2.1 Curriculum data

	FT	Any comments
First year of study (YYYY/MM ₊₁)	2027/28	
Standard duration of study (Number of semesters)	6	
SWS (Total for all semesters)	63.5	In the VZ program, a semester abroad is included within the specified SWS, with SWS from the respective partner universities.
ASWS (Total for all semesters)	80	Calculated excluding bachelor's theses
ECTS (Total for all semesters)	180	
Start of winter semester (Date, note: possibly calendar week)	Calendar Week 40	
Winter semester end (Date, Note: possibly calendar week)	Calendar Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Calendar Week 11	
End of semester (Date, Note: possibly calendar week)	Calendar Week 28	
Winter Semester Weeks	15	
SS weeks	15	
Mandatory semester abroad (Semester specification)	5th semester	
Language of Instruction (Specify)	German/ English	English-language specialized courses account for 22.83% of the total weekly contact hours
Professional internship (Semester information, duration in weeks per semester)	6th semester 12 weeks	Comprising 500 working hours

2.2 Curriculum matrix

The curriculum matrix for the Bachelor's program in Business Psychology & Management is presented below. The time commitment for supervising Bachelor's theses is not included in the following overview of courses. For each supervised thesis, 0.2 SWS is allocated; that is, with 20 accredited student slots, this represents an additional workload of 4 ASWS. In total, this results in a total of 84 ASWS across all 6 semesters, including Bachelor's thesis supervision.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
GW11	Fundamentals of Business Administration & Economics I	ILV			4	1	4	60	GW1	6
GW12	Fundamentals of Business Administration & Economics II	ILV			4	1	4	60	GW1	6
GWP1	Fundamentals of Business Psychology	ILV			4	1	4	60	GWP	6
QQM1	Quantitative Methods I: Descriptive Statistics & Scientific Work	ILV			4	1	4	60	QQM	6
SPR 1	Foreign Language I	ILV			4	1	4	60	SPR	6
Total line:					20		20	300		30
Course hours = Total WSH x course weeks					300					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
GW13	Agile Project Management	ILV			1	1	1	15	GW1	1
GWP2	General Psychology I: Perception, Memory, Thinking & Decision-Making	ILV			4	1	4	60	GWP	6
GWP3	Fundamentals of Work and Organizational Psychology	ILV			4	1	4	60	GWP	6
QQM2	Quantitative Methods II: Inferential Statistics & Test Procedures	ILV			3	1	3	45	QQM	5
SPR 2	Foreign Language II	ILV			4	1	4	60	SPR	6
VWP1	Social Psychology: Social Foundations, Behavior and Experience	ILV			4	1	4	60	VWP	6
Total line:					20		20	300		30
Course hours = Total WSH x course weeks					300					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
GWP4	General Psychology II: Learning, Emotion, Motivation & Knowledge	ILV			4	1	4	60	GWP	6
PRA 1	Practical Project I: Experimental Market Research	PT			2	2	4	60	PRA	4
QQM3	Qualitative Methods & Experimental Design (E)	ILV		X	3	1	3	45	QQM	6
SSK1	Conflict Management & Mediation (E)	ILV		X	1.5	1	1.5	22.5	SSK	2
VWP2	Differential Psychology, Personality Psychology & Diagnostics	ILV			3.5	1	3.5	52.5	VWP	6
VWP3	Market & Consumer Psychology (E)	ILV		X	4	1	4	60	VWP	6
Total line:					18.0		20.0	300.0		30
Course hours = Total WSH x course weeks					270.0					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
PRA 2	Practical Project II: People & Organization	PT			2	2	4	60	PRA	4
SSK2	Fundamentals of Change Management (E)	ILV		X	1	1	1	15	SSK	2
VPS5	Neuromarketing & Behavioral Psychology (E)	ILV		X	3	1	3	45	VWP	6
VWP4	Advertising & Media Management (E)	ILV		X	3	1	3	45	VWP	6
VWP6	Specialization in Occupational Psychology	ILV			4	1	4	60	VWP	6
VWP7	Specialization in Organizational Psychology & Organizational Development	ILV			4	1	4	60	VWP	6
Total line:					17		19	285		30
Course hours = Total WSH x course weeks					255					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
AAC	Consolidation Area Studies & Cultures	ILV			0	1	0	0	AAC	6
ABP	Specialization in Business Psychology & Management	ILV			0	1	0	0	ABP	16
ASS	Consolidation Social Skills	ILV			0	1	0	0	ASS	8
Total line:					0		0	0		30
Course hours = Total WSH x course weeks					0					

6. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BAS 1	Bachelor thesis seminar (E)	SE		X	0.5	2	1.0	15.0	BAS	4
BAS2	Bachelorthesis	SE			0	1	0	0	BAS	6
BPR 1	Internship	BPR			0	1	0	0	BPR	20
Total line:					0.5		1.0	15.0		30
Course hours = Total WSH x course weeks					7.5					

Abbreviations

E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	75.5	80	1200	180
Total number of courses in 1st year of study	40	40	600	60
Total number of courses in 2nd year of study	35	39	585	60
Total number of courses in 3rd year of study	0.5	1	15	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	16			32
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	21.19 %			17.78 %

2.3 Modularization

Module number:	Foundations of Economics and Business Administration	Scope:	
GWI		13	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> • Breyer, F. (2020). Mikroökonomik: Eine Einführung. Berlin-Heidelberg: Springer Verlag. • Clement, R., Terlau, W., Kiy, M., & Gehringer, A. (2023). Angewandte Makroökonomie: Makroökonomie, Wirtschaftspolitik und nachhaltige Entwicklung. München: Verlag Franz Vahlen. • Dillerup, R., & Stoi, R. (2022). Unternehmensführung: Erfolgreich durch modernes Management & Leadership. München: Verlag Franz Vahlen. • Edling, H. (2023). Volkswirtschaftslehre - Schnell erfasst. Berlin-Heidelberg: Springer Verlag. • Egger, A., Egger, W., & Schauer, R. (2016). Einführung in die Allgemeine Betriebswirtschaftslehre. Wien: Linde. • Forner, A. (2022). Volkswirtschaftslehre: Eine praxisorientierte Einführung. Wiesbaden: Springer Verlag. • Kolmar, M. (2021). Grundlagen der Mikroökonomik: Ein integrativer Ansatz. Berlin-Heidelberg: Springer Verlag. • Vahs, D., & Schäfer-Kunz, J. (2021). Einführung in die Betriebswirtschaftslehre. Stuttgart: Schäffer-Poeschel.		
	<u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> • Coenenberg, A. G., Haller, A., & Schultze, W. (2021). Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung. Stuttgart: Schäffer-Poeschel Verlag. • Bruhn, M. (2022). Marketing: Grundlagen für Studium und Praxis. Wiesbaden: Springer Verlag. • Grbenic, S., & Zunk, B. (2021). Buchhaltung Grundlagen: Buchhaltung und Bilanzierung Band 1. Wien: Linde Verlag. • Kotler, P., Keller, K. L., Chernev, A. (2022). Marketing management. Harlow, UK: Pearson. • Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing. Hallbergmoos: Pearson. • Kreutzer, R. T. (2022). Praxisorientiertes Marketing: Grundlagen – Instrumente – Fallbeispiele. Wiesbaden: Springer Verlag. • Weber, J., & Weißenberger, B. E. (2021). Einführung in das Rechnungswesen: Bilanzierung und Kostenrechnung. Stuttgart: Schäffer-Poeschel Verlag. • Wöhe, G., & Kußmaul, H. (2022). Grundzüge der Buchführung und Bilanztechnik. München: Verlag Franz Vahlen.		
	<u>Agile Project Management /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 1</u> • Kerzner, H. (2025). Project management: A systems approach to planning, scheduling, and controlling. Hoboken, NJ: Wiley. • Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2022). Handbuch Projektmanagement: Agil - Klassisch - Hybrid. Wiesbaden: Springer. • Meredith, J. R., & Shafer, S. M. (2022). Projekt management: A strategic management approach. Hoboken, NJ: Wiley. • Wysocki, R. K. (2019). Effective project management: Traditional, agile, extreme, hybrid. Indianapolis, IN: Wiley.		
Acquisition of skills	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u>		

	Business Administration Section: ----- The students: • are familiar with the various subfields of business economics. • understand the structure of a business and typical operational processes and are acquainted with the fundamental constitutive factors of a business. • recognize the interconnections in terms of the diverse relationships between business economic functions. • can clearly distinguish between central business economic concepts. • are familiar with the most important constitutional and functional business decisions. • understand the basics and tools of strategic management. • know and understand the interconnections of business economics at various decision-making and action levels. • are capable of analyzing current market, environmental, and surrounding conditions in the area of small and medium-sized enterprises. • are aware of the essential principles and discussions of business and economic ethics, especially in the area of corporate governance debate. • know the process for implementing a business strategy using selected business economic tools. Economics Section: ----- The students are capable of: • naming the essential components of a market model and discussing market equilibrium as an interaction of supply and demand. • identifying the determinants of consumer demand and explaining the reaction to external factors such as changes in income. • explaining both the potential and limitations of market models based on real markets such as the housing or labor market, and enhancing abstract models with increased reality relevance. • understanding production decisions in companies and interpreting the influence of market forms on pricing. • examining and critically evaluating current developments based on models. • naming the essential components and institutions of an economy and explaining how they function. • identifying macroeconomic indicators such as Gross Domestic Product or Consumer Price Index and explaining them in content. • independently researching indicators for economic growth and inflation and presenting current developments.
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Acquisition of skills	<u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Marketing Section: ----- The students: • are familiar with issues and solution approaches in marketing management. • master the tools of the marketing mix. • understand the basics of consumer behavior and critically evaluate marketing approaches from an ethical perspective. • comprehend the impact of digital marketing on corporate strategy. Accounting & Financial Management Section: ----- The students: • know the basics of representing business decisions within the accounting system. • are familiar with and understand the basic concepts and subdivisions of accounting. • understand the technique and internal structure of double-entry bookkeeping. • can assess the structure of an accounting system and the characteristics of different account types. • are able to perform simple business transactions on asset and income accounts and create accounting entries. • recognize the significant effects of business transactions on the balance sheet and profit and loss statement. • know the task areas and solution approaches of cost and revenue accounting with its subsystems (cost type, cost center, and cost carrier accounting). • can differentiate between the terms payments – disbursements, receipts – expenditures, revenue – expense. • can describe the organizational structure of cost accounting and explain the essential cost accounting systems in basic terms. • are familiar with the systems of cost accounting (partial and full cost accounting). <u>Agile Project Management /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 1</u> The participants: • understand fundamental concepts and principles of project management and distinguish projects from routine operations. • apply methods for planning and organizing projects, particularly in defining roles, responsibilities, and project structures. • apply time management tools and create schedules and milestone plans using appropriate software tools. • analyze and evaluate agile values, principles, and methods such as Scrum and Kanban. • apply selected agile techniques for planning, controlling, and reflecting on projects.
Course contents	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> Business Administration Section: ----- Part A: Overview and Analysis of Interconnections among Key Business Economics Areas • Characteristics of business enterprises and the scope of business economics. • Decision theory in business economics. • Operational functional areas. • Basics of management and ethics. Part B: Fundamentals of Business Economics • Constitutive business decisions such as legal forms, location decisions, types of business mergers/acquisitions, and choice of business field. • Functional business decisions: materials management, production management, marketing. • Fundamentals of business value creation processes and functions (value creation architecture and structure). • Basics of market-, process-, and strategy-oriented management. Part C: Strategic Management • Definition and distinction between strategy vs. business model; Mintzberg's 5 Ps. • Strategic management process and relevant analyses (vision & mission; environmental analysis, external and internal company analysis, resource analysis, and Porter's value chain, competitor analysis, SWOT, etc.). • Strategic vs. operational goals. • Generic strategies by Porter (focus on differentiation, differentiation, cost focus, cost leadership) and by Treacy & Wiersema (product leadership, operational excellence, customer intimacy). Economics Section: ----- Part A: Core Topics • Economic thinking and marginal analysis. • Efficient allocation of scarce resources. • Market model and market equilibrium. • Macroeconomic variables (GDP, inflation, and unemployment) and their interrelations. Part B: Selected Economic Issues • Elasticity and welfare. • Cost functions and optimal company production. • Pricing and market structures. • Short-term economic fluctuations: business cycles. • Money, the ECB, and inflation. • Long-term economic growth. • International relations and trade.

	<u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Marketing Section: ----- • Teaching the fundamentals of marketing under the following aspects: • Definition and applications of marketing • Importance and roles of marketing in the 21st century • Social responsibility and ethics in marketing
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Course contents	• Strategic marketing / Market segmentation • Analysis of consumer behavior in consumer goods markets • Marketing mix (4P) • International marketing • Market orientation in corporate culture and leadership • Future perspectives of marketing Accounting & Finance Section: ----- Part A: External Accounting • Structure of accounting • Basics of corporate accounting: tasks, subdivisions, and fundamental concepts • System of commercial bookkeeping: from inventory to opening balance sheet • System of double-entry bookkeeping: recording business transactions in asset and income accounts • Organization of accounting (chart of accounts, VAT, etc.) • Principle of period integrity and accruals • Principles of proper accounting • Valuation of balance sheet items (fixed assets, current assets, highest and lowest value principle) and • valuation methods (FIFO, LIFO, HIFO, KIFO, constant value method, etc.) Part B: Internal Accounting • Objectives and basic concepts of cost and revenue accounting • Fundamentals of cost and revenue accounting: tasks, components, and subdivisions • Structure of cost accounting (types of costs, cost centers, cost units) • Contribution margin accounting
Teaching and learning methods	<u>Agile Project Management /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 1</u> • Fundamentals of Project Management (Project Definition & Differentiation from Project Assignment; Project Planning & Organization; Roles & Responsibilities in the Project; Project Implementation & Control; Project Closure; Success Factors of Project Management; Project Handbook) • Introduction to Time Management & Stress Factors in Projects; Introduction to Creating Time & Milestone Plans with Software Assistance • Building an Agile Mindset with Values & Principles • Basics of Kanban & Scrum (Scrum & Scrum Roles, Application of Agile Techniques [Use Cases; personas; Burn Up Chart; Cumulative Flow Diagram; Earned Value Analysis]) <u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures). <u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent knowledge acquisition and practicing tasks) and face-to-face phases (deductive method, where support is provided in the learning process and knowledge is imparted through lectures). <u>Agile Project Management /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 1</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
Evaluation Methods Criteria	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> Exam Homework <u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Exam <u>Agile Project Management /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 1</u> Project

Module number:	Languages	Scope:	
SPR		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: A1 bis C2 (GER) / 2. Semester: A1 bis C2 (GER)		
Previous knowledge	1. Semester: Beginner Modules: - Chinese, German, Spanish at levels A1/A2 with target level A2: no prior knowledge permitted. Upper Beginner Modules: - German at levels A2/B1 with target level B1.1: solid prior knowledge at A1 level required. Advanced Modules: - Business German, Business French, Business Italian, Business Spanish at levels B1/B2 with target level B2.1: solid prior knowledge at A2 level required. - Business English for Academic and Professional Purposes at levels B2+/C1 with target level C1: prior knowledge at B2 level or completion of an English bridging/preparatory course required. - Business English for Academic and Professional Purposes at levels C1/C2 with target level C2.1: solid prior knowledge at B2.2 level required. / 2. Semester: Beginner Modules: - Chinese, German, Spanish at levels A1/A2 with target level A2: no prior knowledge permitted. Upper Beginner Modules: - German at levels A2/B1 with target level B1.1: solid prior knowledge at A1 level required. Advanced Modules: - Business German, Business French, Business Italian, Business Spanish at levels B1/B2 with target level B2.1: solid prior knowledge at A2 level required. - Business English for Academic and Professional Purposes at levels B2+/C1 with target level C1: prior knowledge at B2 level or completion of an English bridging/preparatory course required. - Business English for Academic and Professional Purposes at levels C1/C2 with target level C2.1: solid prior knowledge at B2.2 level required.		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Textbook to be arranged; authentic materials, such as articles from English-language magazines (including professional journals), newspapers, and online media source		
	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Textbook to be arranged; authentic materials, such as articles from English-language magazines (including professional journals), newspapers, and online media source		
Acquisition of skills	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u>		

	The participants: • (A1 – Beginner) Can understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. • (A1 – Beginner) Can introduce themselves and others, ask people questions about personal details – e.g., where they live, people they know, and things they have – and can respond to such questions. • (A1 – Beginner) Can communicate in a simple way if the interlocutor speaks slowly and clearly and is willing to help. • (A2 – Elementary) Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local area) • (A2 – Elementary) Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. • (A2 – Elementary) Can describe in simple terms aspects of their background, immediate environment, and matters in areas of immediate need. • (B1 – Intermediate) Can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. • (B1 – Intermediate) Can deal with most situations likely to arise while travelling in an area where the language is spoken and can produce simple connected text on topics that are familiar or of personal interest. • (B1 – Intermediate) Can describe experiences and events, dreams, hopes, and ambitions and briefly give reasons and explanations for opinions and plans. • (B2 – Upper Intermediate) Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options. • (C1 – Advanced) Can understand a wide range of demanding, longer texts, and recognize implicit meaning. • (C1 – Advanced) Can express themselves fluently and spontaneously without much obvious searching for expressions and can use the language flexibly and effectively for social, academic, and professional purposes • (C1 – Advanced) Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. • (C2 – Near-native proficiency) Can understand with ease virtually everything heard or read. • (C2 – Near-native proficiency) Can summarize information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations.
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Acquisition of skills	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> The participants: • (A1 – Beginner) Can understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. • (A1 – Beginner) Can introduce themselves and others, ask people questions about personal details – e.g., where they live, people they know, and things they have – and can respond to such questions. • (A1 – Beginner) Can communicate in a simple way if the interlocutor speaks slowly and clearly and is willing to help. • (A2 – Elementary) Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local area) • (A2 – Elementary) Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. • (A2 – Elementary) Can describe in simple terms aspects of their background, immediate environment, and matters in areas of immediate need. • (B1 – Intermediate) Can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. • (B1 – Intermediate) Can deal with most situations likely to arise while travelling in an area where the language is spoken and can produce simple connected text on topics that are familiar or of personal interest. • (B1 – Intermediate) Can describe experiences and events, dreams, hopes, and ambitions and briefly give reasons and explanations for opinions and plans. • (B2 – Upper Intermediate) Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options. • (C1 – Advanced) Can understand a wide range of demanding, longer texts, and recognize implicit meaning. • (C1 – Advanced) Can express themselves fluently and spontaneously without much obvious searching for expressions and can use the language flexibly and effectively for social, academic, and professional purposes • (C1 – Advanced) Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. • (C2 – Near-native proficiency) Can understand with ease virtually everything heard or read. • (C2 – Near-native proficiency) Can summarize information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations.
Course contents	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> A1 – Beginner Understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. Introduce themselves and others, ask people questions about personal details – e.g., where they live, the people they know, or the things they have – and respond to such questions. Communicate in a simple way if the conversation partners speak slowly and clearly and are prepared to help. A2 – Elementary Knowledge Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local environment). Communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Describe in simple terms their background, education, immediate environment, and matters in areas of immediate need. B1 – Intermediate Language Use Use clear standard language in academic and business contexts and communicate about familiar topics related to work, school, leisure, etc., applying relevant conversational skills. Express themselves simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes, and ambitions, and briefly give reasons and explanations for opinions and plans. B2 – Independent Language Use Express themselves on the main ideas of complex texts on both concrete and abstract topics in academic and business contexts and participate in technical discussions in their own field of specialization. Communicate with such a degree of fluency and spontaneity that normal conversation with native speakers is quite possible without strain for either party. Express themselves clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and outline the advantages and disadvantages of various options. C1 – Advanced Language Proficiency Understand a wide range of demanding, longer texts and recognize implicit meanings. Use the language effectively and flexibly in academic and business contexts and express themselves fluently and spontaneously without much obvious searching for words. Produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. C2 – Near-Native Proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources and reconstruct arguments and accounts in a coherent presentation. Express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations. <u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u>

	A1 – Beginner Understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. Introduce themselves and others, ask people questions about personal details – e.g., where they live, the people they know, or the things they have – and respond to such questions. Communicate in a simple way if the conversation partners speak slowly and clearly and are prepared to help. A2 – Elementary Knowledge Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local environment). Communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Describe in simple terms their
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Course contents	background, education, immediate environment, and matters in areas of immediate need. B1 – Intermediate Language Use Use clear standard language in academic and business contexts and communicate about familiar topics related to work, school, leisure, etc., applying relevant conversational skills. Express themselves simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes, and ambitions, and briefly give reasons and explanations for opinions and plans. B2 – Independent Language Use Express themselves on the main ideas of complex texts on both concrete and abstract topics in academic and business contexts and participate in technical discussions in their own field of specialization. Communicate with such a degree of fluency and spontaneity that normal conversation with native speakers is quite possible without strain for either party. Express themselves clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and outline the advantages and disadvantages of various options. C1 – Advanced Language Proficiency Understand a wide range of demanding, longer texts and recognize implicit meanings. Use the language effectively and flexibly in academic and business contexts and express themselves fluently and spontaneously without much obvious searching for words. Produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. C2 – Near-Native Proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources and reconstruct arguments and accounts in a coherent presentation. Express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations.
Teaching and learning methods	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Blended Learning <u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Blended Learning
Evaluation Methods Criteria	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Portfolio exam <u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Portfolio exam

Module number:	Foundations of (Business) Psychology	Scope:	
GWP		24	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor / 3. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: None / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Fundamentals of Business Psychology /ILV / LV-Nr: GWP1 / 1.Semester / ECTS: 6</u> • Brinkmann, R. (2018) (Hrsg.). Angewandte Wirtschaftspsychologie. Hallbergmoos: Pearson. • Fichter, C. (2018) (Hrsg.). Wirtschaftspsychologie für Bachelor. Berlin: Springer. • Wiswede, G. (2021). Einführung in die Wirtschaftspsychologie. München: Ernst Reinhardt GmbH & Co. KG.		
	<u>General Psychology I: Perception, Memory, Thinking & Decision-Making /ILV / LV-Nr: GWP2 / 2.Semester / ECTS: 6</u> • Bak, P. M. (2020). Wahrnehmung, Gedächtnis, Sprache, Denken: Allgemeine Psychologie I – das Wichtigste, prägnant und anwendungsorientiert. Berlin: Springer. • Becker-Carus, C., & Wendt, M. (2017). Allgemeine Psychologie: Eine Einführung. Berlin: Springer. • Hergovich, A. (2022). Allgemeine Psychologie: Wahrnehmung und Emotion. Wien: Facultas.		
	<u>Fundamentals of Work and Organizational Psychology /ILV / LV-Nr: GWP3 / 2.Semester / ECTS: 6</u> • Kauffeld, S. (2019) (Hrsg.). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Berlin: Springer. • Kluge, A. (2021). Arbeits- und Organisationspsychologie. Stuttgart: W. Kohlhammer. • Nerdinger, F. W., Blicke, G., & Schaper, N. (2019). Arbeits- und Organisationspsychologie. Berlin: Springer. • Wiese, B. S., & Stertz, A. M. (). Arbeits- und Organisationspsychologie: Ein Überblick für Psychologiestudierenden und -interessierte. Berlin: Springer.		
	<u>General Psychology II: Learning, Emotion, Motivation & Knowledge /ILV / LV-Nr: GWP4 / 3.Semester / ECTS: 6</u> • Bak, P. M. (2019). Lernen, Motivation und Emotion. Allgemeine Psychologie II – das Wichtigste, prägnant und anwendungsorientiert. Berlin: Springer • Becker-Carus, C., & Wendt, M. (2017). Allgemeine Psychologie: Eine Einführung. Berlin: Springer. • Hergovich, A. (2021). Allgemeine Psychologie: Denken und Lernen. Wien: Facultas.		
Acquisition of skills	<u>Fundamentals of Business Psychology /ILV / LV-Nr: GWP1 / 1.Semester / ECTS: 6</u> The students • are familiar with the history, development, and sub-disciplines of economic psychology, as well as the peculiarities of economic behavior and the issues surrounding rational behavior. • understand the role of the human image in economic psychology and can explain its influence on economic psychological theories. • can articulate the fundamental theories of economic psychology in their own words and explain their application in various economic psychological contexts. • recognize and describe the connection between psychological concepts at the individual and interpersonal levels and their impact on organizational and economic processes. • apply psychological concepts to macro- and microeconomic processes by analyzing the psychological aspects of economic developments such as industrialization, internationalization, and business cycles. • develop solution strategies for real-world scenarios by applying knowledge from economic psychology. • are able to analyze economic behavior from a sustainability perspective and explain psychological factors influencing sustainable and non-sustainable decision-making.		
	<u>General Psychology I: Perception, Memory, Thinking & Decision-Making /ILV / LV-Nr: GWP2 / 2.Semester / ECTS: 6</u> The students • are familiar with the fundamentals of psychology including its history, objectives, research methods, and experimental design. • understand the biological and physiological bases of behavior, including the functioning of the nervous system and genetic influences on behavior. • can describe concepts of perception and states of consciousness, including the mechanisms of visual, auditory, and multimodal perception as well as the significance of sleep and dreaming. • recognize and explain the processes and systems of memory, from sensory input to long-term memory, and apply learning strategies to improve memory. • understand the basics of action control, including the physiological and cognitive aspects of motor skills and executive functions. • can apply theoretical models and research findings on thinking, problem-solving, and decision-making and implement them in practical or hypothetical scenarios.		

	<u>Fundamentals of Work and Organizational Psychology /ILV / LV-Nr: GWP3 / 2.Semester / ECTS: 6</u> The students • are familiar with the historical and modern developments in work and organizational psychology, including various perspectives on human nature and the evolution of modern work environments such as Industry 4.0 and agility. • understand classical and contemporary organizational theories as well as the dynamics of organizational structures, networks, cultures, and climates. • can apply theories and practices for managing organizational change, including • understanding episodic and continuous changes, field theory, as well as the importance of participation and communication in change processes. • analyze and evaluate work processes and their influence on individual and team performance, understand the role of socio-digital systems, health management, and occupational safety.
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Acquisition of skills	<u>General Psychology II: Learning, Emotion, Motivation & Knowledge /ILV / LV-Nr: GWP4 / 3.Semester / ECTS: 6</u> The students • are familiar with the definitions and distinctions of learning, knowledge, motivation, and emotion, as well as the fundamental aspects and theories that encompass these areas. • understand the different learning theories, including classical and operant conditioning, associative learning, as well as complex and cognitive forms of learning. They also grasp the structures and processes of knowledge acquisition and knowledge management. • can apply the learned concepts of motivation and emotion in practical contexts, analyze the biological bases of motivation, and recognize the effects of emotion regulation on behavior and stress management. • recognize the connections between cognitive motivational models, implicit and explicit motives, as well as the importance of motive congruence and goal setting in motivational processes. • employ methods for measuring emotions and understand the functions and classifications of emotions, including emotional expression and emotional reactions such as aggression and fear.
Course contents	<u>Fundamentals of Business Psychology /ILV / LV-Nr: GWP1 / 1.Semester / ECTS: 6</u> • Introduction & Foundations (history; development and subdisciplines of economic psychology; characteristics of economic behavior with consideration of sustainability-related decisions; the problem of rational behavior; concept of human nature in economic psychology) • Theories of Economic Psychology (frameworks of economic psychological research; motivation theories; cognition theories; interaction theories; field theory; market-psychological approach; culture and cross-cultural psychology; transition and stress research; cultural-sociological approach; systemic explanatory approaches) • Economic Psychological Concepts (individual level [values, attitudes; feelings and emotions; motivation and action; attribution; competence; learning and decision-making processes; self and identity]; interpersonal level [processes within and between groups; diversity; cooperation and competition; conflict and conflict resolution; negotiation; trust; power; justice in general and in environmental and distributive contexts]) • Psychology of Macroeconomic Processes (psychology of economic developments [industrialization; developing countries; internationalization; business cycles]; psychology of developed societies [value change; environmental issues; shadow economy; unemployment]; psychology of money [value of money; income; taxation; saving; investment with consideration of sustainable and conventional investment forms]) • Psychology of Microeconomic Processes (overview of the following topics: work and organizational psychology; market and consumer psychology; sustainable consumer behavior) • Fields of Application with Examples (processes of buying and selling; mergers and acquisitions; consulting in business-related contexts; unemployment; intercultural action in business-related contexts; entrepreneurial activity and self-employment with reference to sustainable business models)
	<u>General Psychology I: Perception, Memory, Thinking & Decision-Making /ILV / LV-Nr: GWP2 / 2.Semester / ECTS: 6</u> • Psychology as a Science (Subject & Goals of General Psychology; Concepts & Perspectives of Psychology; Psychology as a Scientific Research Method; Methodological Principles of Psychology; Methods of Experimental Design & Data Collection) • Neuroscience and Behavior – Biological-Physiological Foundations (Signal Transmission in the Nervous System; Organization of the Nervous System; Structure of the Brain; Genetics & Behavior) • Perception (Properties of the Senses; Making Phenomenal Experience Measurable; Psychophysics, Visual Perception; Auditory Perception; Balance & Proprioception; Tactile Senses; Smell & Taste; Somatosensory System; Multimodal Perception) • Attention & Consciousness (Attention & Selective Stimulus Processing; Consciousness; Sleep; Dreaming & Circadian Rhythms) • Action Control (Physiological Foundations of Motor Skills; Control; Programming & Regulation; Interaction between Action & Perception; Multitasking/Dual Tasks; Executive Functions/Cognitive Control) • Memory (Memory Processes & Systems; Methods & Findings of Early Experimental Memory Research; Sensory Memory; Working Memory/Short-Term Memory; Long-Term Memory; Memory Theories; Constructive Memory; Memory Enhancement & Learning Strategies; Neurobiological Basis of Memory) • Thinking, Problem Solving & Decision Making (Propositional Thinking & Knowledge Presentation; Imagery Thinking; Neural Basis of Propositional and Imagery Thinking; Problem Solving: Basic Concepts & Strategies; Decision Making: Basic Concepts & Strategies, Intelligence & Creativity)
	<u>Fundamentals of Work and Organizational Psychology /ILV / LV-Nr: GWP3 / 2.Semester / ECTS: 6</u>

	Organizational Psychology Section: • Overview of the Past and Future of Work & Organizational Psychology (Concepts of Human Nature [e.g., Economic Man; Social Man; Complex Man; etc.]; Modern Work Environments [e.g., Industrial Revolution; Work 4.0; Agility; etc.]) • Organization Theories & Development (Concept of Organization; Classical & Contemporary Organization Theories: Industrialization & Mass Production; Human Relations Movement; High Reliability Organizations & Cyber-Physical Systems; Organizational Structure; Networks; Organizational Culture & Climate) • Theories of Organizational Change (Theories of Change [e.g., episodic/revolutionary & continuous/evolutionary change; Field Theory; etc.], Change through Organizational Learning; Active Management of Change in Organizations; Participation & Communication in Change Processes) Work Psychology Section: • Theoretical Models of Work Behavior (Behavioral Theoretical Approaches; Cognitive Psychological/Theoretical Approaches; Action Theoretical Approaches; Activity Theoretical Approaches) • Work Psychology & Socio-Digital Systems (Definition of Work & Work 4.0, Analysis; Evaluation & Design of Work; Effects of Work; Health Promotion & Occupational Health Management; Work Safety & Safety Management) • Work Performance (Determinants of Individual Performance; Influence of Personal & Non-Personal Leadership on Performance; Team Performance & Development)
	<u>General Psychology II: Learning, Emotion, Motivation & Knowledge /ILV / LV-Nr: GWP4 / 3.Semester / ECTS: 6</u> • Learning (definition & differentiation; aspects of learning; learning theories; associative learning; habituation & sensitization; classical & operant conditioning; complex & cognitive learning; imitation learning; learning

Course contents	organization) • Knowledge (definition & differentiation; knowledge & knowledge management; types of knowledge; explicit & tacit knowledge; knowledge acquisition; knowledge balance) • Motivation (basic concepts of motivation & theoretical approaches; early and more recent theories of motivation; biological foundations of motivation; basic & controlling motivation; gender & sexuality; cognitive motivation models; motive classes; implicit, explicit motives & motive congruence; motivation through goal setting) • Emotion (conceptual delimitation; early and recent theories of emotion; functions & classification of emotions; biological basis of emotions; emotion regulation; cognition & emotion; emotional expression; aggression & fear as emotional reactions; emotional stress; facets of emotion; measurement of emotion)
Teaching and learning methods	<u>Fundamentals of Business Psychology /ILV / LV-Nr: GWP1 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures). <u>General Psychology I: Perception, Memory, Thinking & Decision-Making /ILV / LV-Nr: GWP2 / 2.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures). <u>Fundamentals of Work and Organizational Psychology /ILV / LV-Nr: GWP3 / 2.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures). <u>General Psychology II: Learning, Emotion, Motivation & Knowledge /ILV / LV-Nr: GWP4 / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
Evaluation Methods Criteria	<u>Fundamentals of Business Psychology /ILV / LV-Nr: GWP1 / 1.Semester / ECTS: 6</u> Exam <u>General Psychology I: Perception, Memory, Thinking & Decision-Making /ILV / LV-Nr: GWP2 / 2.Semester / ECTS: 6</u> Exam <u>Fundamentals of Work and Organizational Psychology /ILV / LV-Nr: GWP3 / 2.Semester / ECTS: 6</u> Exam <u>General Psychology II: Learning, Emotion, Motivation & Knowledge /ILV / LV-Nr: GWP4 / 3.Semester / ECTS: 6</u> Exam

Module number:	Quantitative and Qualitative Methods	Scope:	
QQM		17	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor / 3. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: None / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Quantitative Methods I: Descriptive Statistics & Scientific Work /ILV / LV-Nr: QQM1 / 1.Semester / ECTS: 6</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Bamberg, G., Baur, F., & Krapp, M. (2022). Statistik: Eine Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin/Boston: Walter de Gruyter GmbH. • Braunecker, C. (2021). How to do empirische Sozialforschung: Eine Gebrauchsanleitung. Wien: Facultas Verlags- und Buchhandel AG. • Häder, M. (2019). Empirische Sozialforschung: Eine Einführung. Wiesbaden: Springer Verlag. • Oehrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Schira, J. (2021). Statistische Methoden der VWL und BWL: Theorie und Praxis. München: Pearson Deutschland GmbH. • Sibbertsen, P., & Lehne, H. (2021). Statistik: Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
	<u>Quantitative Methods II: Inferential Statistics & Test Procedures /ILV / LV-Nr: QQM2 / 2.Semester / ECTS: 5</u> • Haslam, A. S., McGarty, C., Cruwys, T., & Steffens, N. K. (2024). Research methods and statistics in psychology. London: Sage. • Moosbrugger, H., & Kelava, A. (2020) (Hrsg.). Testtheorie und Fragebogenkonstruktion. Berlin: Springer • Rasch, B., Frieze, M., Hofmann, W., & Naumann, E. (2021). Quantitative Methoden 2: Einführung in die Statistik für Psychologie, Sozial- & Erziehungswissenschaften. Berlin: Springer. • Rasch, B., Frieze, M., Hofmann, W., & Naumann, E. (2021). Quantitative Methoden 1: Einführung in die Statistik für Psychologie, Sozial- & Erziehungswissenschaften. Berlin: Springer.		
	<u>Qualitative Methods & Experimental Design (E) /ILV / LV-Nr: QQM3 / 3.Semester / ECTS: 6</u> • Howitt, D. (2019). Introduction to qualitative research methods in psychology: Putting theory into practice. Harlow: Pearson. • Huber, O. (2019). Das psychologische Experiment: Eine Einführung. Bern: Hogrefe. • Kirchmair, R. (2022). Qualitative Forschungsmethoden: Anwendungsorientiert: vom Insider aus der Marktforschung lernen. Berlin: Springer. • Lüdders, L. (2017). Qualitative Methoden und Methodenmix: Ein Handbuch für Studium und Berufspraxis. Bremen: APOLLON University Press. • Renner, K.-H., & Jacob, N.-C. (2020). Das Interview: Grundlagen und Anwendung in Psychologie und Sozialwissenschaften. Berlin: Springer.		
Acquisition of skills	<u>Quantitative Methods I: Descriptive Statistics & Scientific Work /ILV / LV-Nr: QQM1 / 1.Semester / ECTS: 6</u> The students: • understand the fundamentals of the research process. • understand the ethical aspects of scientific work and know how artificial intelligence should be used. • can formulate research questions appropriately. • can plan methodological approaches to answer research questions. • can research, evaluate, and cite academic literature. • understand the structure and format of a scientific work. • can draft a research proposal. • are familiar with various forms of scientific knowledge acquisition and can formulate empirical research questions appropriately. • can plan and apply methodological approaches in the research process. • are able to design and apply appropriate selection, data collection, processing, and analysis methods. • know the criteria for the quality of quantitative and qualitative social research and can apply them correctly in seminar and bachelor's theses. • are able to structure and compile large datasets using spreadsheet software. • can analyze statistical data using spreadsheet software. • possess basic knowledge of quantitative methods in business administration and economics and basic knowledge of statistical methods and procedures for describing and analyzing data. • can apply descriptive statistics and selected testing procedures.		

	<u>Quantitative Methods II: Inferential Statistics & Test Procedures /ILV / LV-Nr: QQM2 / 2.Semester / ECTS: 5</u> The students • are familiar with the basic principles and applications of analysis of variance (ANOVA) as well as relevant test procedures for rank and nominal data. • understand the techniques and assumptions of linear and non-linear regression analysis, including special models such as logistic regression. • can conduct and interpret statistical analyses using advanced regression models. • understand the fundamentals of questionnaire construction, including item and construct development, as well as the application of psychometric test procedures.
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Acquisition of skills	• can apply and conduct quality criteria for psychological tests, supported by factor analyses and reliability analyses. <u>Qualitative Methods & Experimental Design (E) /ILV / LV-Nr: QQM3 / 3.Semester / ECTS: 6</u> • The students are familiar with various survey techniques and the process of qualitative research, including exploratory and indirect methods. • understand the conception, implementation, and evaluation of interviews, including the creation of interview guides and the application of transcription and analysis techniques. • have knowledge of the basics and procedures of experimental research, including variable control and experiment design. • can deepen theoretical content using practical examples and work with software support to analyze qualitative and quantitative data. • are acquainted with the legal and ethical framework of interviews, including issues of data protection and consent. • can apply the criteria of interviews to ensure the reliability and validity of their research.
Course contents	<u>Quantitative Methods I: Descriptive Statistics & Scientific Work /ILV / LV-Nr: QQM1 / 1.Semester / ECTS: 6</u> Part A: Fundamentals of Scientific Work: • General rules of scientific work • Ethical aspects and plagiarism / Use of artificial intelligence in the research process Part B: Aspects and Techniques: • Identifying a research gap • Literature review (books, academic journals, digital library, internet) • Introduction to reference management software • Formulating research hypotheses and questions • Citation and citation styles • Objectification of research findings Part C: Content and Structure of a Scientific Work: • Structure of a scientific work • Execution of problem statement & relevance • Presentation of the aim of the work • Construction of the table of contents • List of figures and tables • Compilation of source or reference lists • Other elements of a scientific work (Declaration of originality, Abstract, Appendix etc.) Part D: Statistics with Spreadsheet: • Building data and calculation tables for statistical evaluations (data entry, automatic data generation, formatting, data structures) • Application of basic arithmetic operations on statistical data (addition, subtraction, division, multiplication, powers, etc.) • Use of selected special functions (e.g., financial mathematical or statistical functions) Part E: Fundamentals of Statistics • Introduction to descriptive statistics (graphical representation of data and distributions, calculations of statistical measures of central tendency and dispersion, test for normal distribution of data) and data interpretation • Introduction to inferential statistics (difference tests for nominal, ordinal, and cardinal scaled data) • Introduction to correlation and factor analysis Part F: Construction of a dataset and variable declaration: • Structure and organization of a dataset for statistical analyses using software • Determination and development of variables (dependent, independent, dummy, interaction) and scaling (nominal, ordinal, interval, cardinal) • Application of basic statistical methods using datasets The deepening of (theoretical) content is carried out through practical examples including software support. <u>Quantitative Methods II: Inferential Statistics & Test Procedures /ILV / LV-Nr: QQM2 / 2.Semester / ECTS: 5</u> • Analysis of Variance (ANOVA) (one-way, two-way, and multifactorial; Types of Effects; Mean Comparison or t-Test; F-Test; Post-hoc Analyses; Analyses with and without repeated measures) • Methods for Ranked Data (Mann-Whitney U Test; Wilcoxon Test; Kruskal-Wallis H Test) and Methods for Nominal Data (Chi-Square Test; Effect Size) • Regression Analysis (univariate and multivariate linear regression; Non-linear Relationships; Dummy Variables; Interaction Variables; Assumptions Testing; Alternative Models to Linear Regression; Advanced Regression Models [e.g., Logit Regression, Quantile Regression, etc.]) • Questionnaire Construction and Testing Procedures (Criteria for Good Measurement; Variables, Items, and Constructs; Descriptive Statistical Item Analysis & Test Score Determination; Standards for Psychological Testing; Test Theories; Confirmatory & Exploratory Factor Analysis; Reliability Analysis; Semantic Differential) The deepening of (theoretical) content is achieved through practical examples including software support. <u>Qualitative Methods & Experimental Design (E) /ILV / LV-Nr: QQM3 / 3.Semester / ECTS: 6</u>

	• Exploratory Interview Techniques (In-depth Interviews, Narrative Interviews, Problem-Centered Interviews, Focused Interviews, Focus Group Interviews) and Indirect Interview Techniques (Associative Methods, Estrangement Techniques, Projective Methods, Nonverbal Techniques, Creativity Techniques, Ordering Techniques) • General Process of Qualitative Research (Objectives of Knowledge and Research Planning, Method Selection and Implementation, Processing of Obtained Data, Use of Mixed-Methods for Selected Questions, Quality Criteria of Interviews [Objectivity, Reliability, Validity]) • Design and Creation of an Interview Guide (Formulation of Questions, Types of Questions, Structure of the Interview Guide) • Planning and Execution of Interviews (Recruitment of Interviewees, Concept of Experts, Conducting Interviews and Building Relationships, Legal and Ethical Framework) • Evaluation of Interviews (Transcription, Qualitative Content Analysis, Quantitative Text Analysis, Analysis of
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Course contents	Nonverbal and Paraverbal Behavior) • Basics of Experimental Research (Types of Variables, Involved Persons, Basic Principles of Controlling Extraneous Variables, Types of Experiments, Quasi-Experiments) • General Process of Experimental Research (Operationalization and Measurement, Experimental Design, Control of Extraneous Variables, Sample, Empirical Prediction and Statistical Hypothesis, Execution, Results, Reporting) The deepening of (theoretical) content is achieved through practical examples including software support.
Teaching and learning methods	<u>Quantitative Methods I: Descriptive Statistics & Scientific Work /ILV / LV-Nr: QQM1 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent knowledge acquisition and practicing tasks) and face-to-face phases (deductive method, where support is provided in the learning process and knowledge is imparted through lectures). <u>Quantitative Methods II: Inferential Statistics & Test Procedures /ILV / LV-Nr: QQM2 / 2.Semester / ECTS: 5</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures). <u>Qualitative Methods & Experimental Design (E) /ILV / LV-Nr: QQM3 / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
Evaluation Methods Criteria	<u>Quantitative Methods I: Descriptive Statistics & Scientific Work /ILV / LV-Nr: QQM1 / 1.Semester / ECTS: 6</u> Exam Seminar paper <u>Quantitative Methods II: Inferential Statistics & Test Procedures /ILV / LV-Nr: QQM2 / 2.Semester / ECTS: 5</u> Exam Seminar paper <u>Qualitative Methods & Experimental Design (E) /ILV / LV-Nr: QQM3 / 3.Semester / ECTS: 6</u> Exam Seminar paper

Module number:	Advanced Topics in (Business) Psychology	Scope:	
VWP		42	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
	4. Semester		
Level	2. Semester: Bachelor / 3. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	2. Semester: None / 3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Neuromarketing & Behavioral Psychology (E) /ILV / LV-Nr: VPS5 / 4.Semester / ECTS: 6</u> • Breedlove, M. S., & Watson, N. V. (2020). Behavioral neuroscience. Oxford: Oxford University Press. • Häusel, H.-G. (2019) (Hrsg.). Neuromarketing: Erkenntnisse der Hirnforschung für Markenführung, Werbung und Verkauf. Freiburg: Haufe. • Horvitz, J. C., Jacobs, B. L., & Caamano Tubío, R. I. (2023). Principles of behavioral neuroscience. Cambridge: Cambridge University Press. • Scheier, C., & Held, D. (2018). Wie Werbung wirkt: Erkenntnisse des Neuromarketing. Freiburg: Haufe.		
	<u>Social Psychology: Social Foundations, Behavior and Experience /ILV / LV-Nr: VWP1 / 2.Semester / ECTS: 6</u> • Aaronson, E., Wilson, T. D., & Sommers, S. (2023). Sozialpsychologie. München: Pearson. • Greitenmyer, T. (2022). Sozialpsychologie. Stuttgart: W. Kohlhammer. • Hartung, J., & Kosfelder, J. (2019). Sozialpsychologie. Stuttgart: W. Kohlhammer. • Werth, L., Denzler, M., & Mayer, J. (2020). Sozialpsychologie – Das Individuum im sozialen Kontext: Wahrnehmen – Denken – Fühlen. Berlin: Springer.		
	<u>Differential Psychology, Personality Psychology & Diagnostics /ILV / LV-Nr: VWP2 / 3.Semester / ECTS: 6</u> • Asendorpf, J. B. (2019). Persönlichkeitspsychologie für Bachelor. Berlin: Springer. • Hagemann, D., Spinath, F. M., & Mueller, E. M. (2023). Differentielle Psychologie und Persönlichkeitsforschung. Stuttgart: W. Kohlhammer. • Neyer, F. J., & Asendorpf, J. B. (2024). Psychologie der Persönlichkeit. Berlin: Springer. • Schmidt-Atzert, L., Krumm, S., & Amelang, M. (2021) (Hrsg.). Psychologische Diagnostik. Berlin: Springer.		
	<u>Market & Consumer Psychology (E) /ILV / LV-Nr: VWP3 / 3.Semester / ECTS: 6</u> • Bak, M. P. (2019). Werbe- und Konsumentenpsychologie: Eine Einführung. Stuttgart: Schäffer-Poeschel. • Felser, G. (2023). Werbe- und Konsumentenpsychologie. Berlin: Springer. • Lamberton, C., Rucker, D. D., & Spiller, S. A. (2023). The Cambridge handbook of consumer psychology. Cambridge: Cambridge University Press. • Raab, G., Unger, A., & Unger, F. (2022). Marktpsychologie: Grundlagen und Anwendung. Wiesbaden: Springer.		
	<u>Advertising & Media Management (E) /ILV / LV-Nr: VWP4 / 4.Semester / ECTS: 6</u> • Bak, M. P. (2019). Werbe- und Konsumentenpsychologie: Eine Einführung. Stuttgart: Schäffer-Poeschel. • Felser, G. (2023). Werbe- und Konsumentenpsychologie. Berlin: Springer. • Frindte, W., & Geschke, D. (2019). Lehrbuch Kommunikationspsychologie. Weinheim: Beltz. • Röhne, J., & Schätz, A. (2020). Psychologie der Kommunikation. Berlin: Springer. • Scott, W. D. (2018). The psychology of advertising: A simple exposition of the principles of psychology in their relation to successful advertising. London: FB&c Ltd.		
	<u>Specialization in Occupational Psychology /ILV / LV-Nr: VWP6 / 4.Semester / ECTS: 6</u> • Kauffeld, S. (2019) (Hrsg.). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Berlin: Springer. • Kluge, A. (2021). Arbeits- und Organisationspsychologie. Stuttgart: W. Kohlhammer. • Nerdinger, F. W., Blickle, G., & Schaper, N. (2019). Arbeits- und Organisationspsychologie. Berlin: Springer. • Wiese, B. S., & Stertz, A. M. (2019). Arbeits- und Organisationspsychologie: Ein Überblick für Psychologiestudierenden und -interessierte. Berlin: Springer.		
	<u>Specialization in Organizational Psychology & Organizational Development /ILV / LV-Nr: VWP7 / 4.Semester / ECTS:</u>		

	• Kauffeld, S. (2019) (Hrsg.). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Berlin: Springer. • Kluge, A. (2021). Arbeits- und Organisationspsychologie. Stuttgart: W. Kohlhammer. • Nerdinger, F. W., Blickle, G., & Schaper, N. (2019). Arbeits- und Organisationspsychologie. Berlin: Springer. • Oestereich, B., & Schröder, C. (2019). Agile Organisationsentwicklung: Handbuch zum Aufbau anpassungsfähiger Organisationen. München: Vahlen. • Schiersmann, C., & Thiel, H.-U. (2018). Organisationsentwicklung: Prinzipien und Strategien von Veränderungsprozessen. Wiesbaden: Springer. • Wiese, B. S., & Stertz, A. M. (2019). Arbeits- und Organisationspsychologie: Ein Überblick für Psychologiestudierenden und -interessierte. Berlin: Springer.
Acquisition of skills	<u>Neuromarketing & Behavioral Psychology (E) / ILV / LV-Nr: VPS5 / 4.Semester / ECTS: 6</u> The students • are familiar with the fundamentals of neuroanatomy and neurophysiology, including cell structures, neuronal functions, and the neurological basis of movement and sensory systems. • understand the principles of neuromarketing, including the differences from traditional marketing and the role of emotions in purchasing decisions. • can apply neuromarketing techniques to analyze consumer behavior and develop effective marketing strategies. • analyze ethical aspects of neuromarketing, identify risks, and assess the social impacts of marketing campaigns. • evaluate the effectiveness of neuromarketing campaigns, compare them with traditional approaches, and understand their impact on consumer behavior and brand perception.

Acquisition of skills	<u>Social Psychology: Social Foundations, Behavior and Experience /ILV / LV-Nr: VWP1 / 2.Semester / ECTS: 6</u> The students • are familiar with the definitions and basic concepts of social psychology, including central methods and approaches for investigating social interactions and human motives. • understand the processes of social cognition and perception, such as knowledge structures, attention, encoding, interpretation, automatic thinking, cognitive dissonance, and cultural differences in these processes. • can identify various heuristics such as the representativeness, availability, and anchoring heuristic, and explain how these influence judgment and decision-making. • analyze the influence of emotions on thinking and the emergence of emotions, as well as the interactions between social perception and social influence, including the concepts of conformity, obedience, and prosocial behavior. • develop an understanding of the self, including mechanisms of self-regulation, self-awareness, and self-esteem, and recognize the effects of self-threats. • recognize the forms and causes of prejudice and discrimination and are able to discuss prevention and intervention strategies. • understand and can explain attitudes and attitude change, including the mechanisms that cause attitude change and the factors that cause resistance to persuasive messages.
	<u>Differential Psychology, Personality Psychology & Diagnostics /ILV / LV-Nr: VWP2 / 3.Semester / ECTS: 6</u> The students • understand the development and tasks of Differential Psychology and Personality Psychology as well as the universality of interindividual differences. • can distinguish and explain various paradigms of personality psychology. • are familiar with the basics of psychoanalysis and the personality theories of Freud, Adler, and Jung. • understand the analysis of variation and covariation in personality research as well as methods of measuring personality traits. • know various personality factors, profiles, and types as well as personality disorders. • can describe various personality domains such as physical attractiveness, temperament, interpersonal styles, and self-concept. • are familiar with gender differences in personality and their development, explanations, and consequences for gender research. • understand the concept of creativity, methods for its assessment, theories and correlates, as well as its trainability. • know various models for modeling personality structures, including typologies and the Five-Factor Model of personality, as well as their stability and change over time. • know antecedents and theory-historical foundations in their current reception
	<u>Market & Consumer Psychology (E) /ILV / LV-Nr: VWP3 / 3.Semester / ECTS: 6</u> The students • understand the fundamentals of market psychology within the framework of scientific systematicity, including its subject matter and its epistemological foundations. • are familiar with various theories of cognition, including theories of social perception, judgment formation, cognitive dissonance, attribution theories, and information processing. • can explain the development of personality, perception, and memory, including developmental psychology, personality theories, and learning theories. • understand the concepts of motivation and emotion as well as the biological foundations of economic behavior. • have knowledge of perception and attention, including psychophysics, sensory modalities, and attentional control. • can explain various aspects of learning and memory, including conditioning, memory utilization, encoding and retrieval, memory models, and memory organization. • understand the principles of behavior control, including the role of affect, motivation, self-regulation, and stimuli. • are acquainted with the principles and psychology of purchasing decisions, including types of purchases, decision theories, and the influence of information.
	<u>Advertising & Media Management (E) /ILV / LV-Nr: VWP4 / 4.Semester / ECTS: 6</u> The students • understand how consumers perceive advertising and the goals, purposes, and models of advertising effectiveness. • can explain concepts and terms related to advertising design and understand the limitations of commercial advertising as well as the influence of digital media. • are proficient in advertising design, including environment, frequency, design features, color and font design, images, music, and language. • are familiar with the basics of money and price psychology, including price sensitivity and price structure. • understand forms of digital marketing and online commerce as well as the use of big data. • can explain referral marketing and marketing with influencers and understand the influence of online reviews. • are proficient in the basics of communication and are familiar with classical communication models as well as means of verbal and non-verbal communication.
	<u>Specialization in Occupational Psychology /ILV / LV-Nr: VWP6 / 4.Semester / ECTS: 6</u>

	The students • understand the definition and significance of job analysis as well as the methods and procedures for determining job requirements. • can explain personnel selection, including selection, fit, instruments, quality criteria, decision-making, and legal frameworks. • master the concepts of performance appraisal and behavioral assessment, including appraisal methods, judgment biases, sources of error, and various occasions and levels of performance appraisal. • understand the basics of personnel development, including corporate planning, potential analysis, diagnosis of development needs, and measures for personnel development. • are familiar with theories of work motivation and satisfaction as well as methods for measurement and correlation. • understand the concepts of job analysis and design, their goals, methods, and procedures, as well as the goals and strategies of job design. • can explain the concept of digitization of the working world and understand its impact on the blurring of work boundaries and digital work quality. • are familiar with job stress, stress models, consequences of stress, recognition and coping with workplace stress, as well as work-life balance.
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Acquisition of skills	<u>Specialization in Organizational Psychology & Organizational Development /ILV / LV-Nr: VWP7 / 4.Semester / ECTS:</u> The students • know the definitions and basic concepts of interaction and communication, including the differences between oral, written, and nonverbal communication as well as formal and informal communication channels. • understand the mechanisms and effects of organizational socialization, as well as the basics of leadership, including the framework model and the determinants for successful leadership and their ethical aspects. • can identify the various aspects and basic components of systemic and agile organizational development and apply the framework conditions such as contract clarification, structural organization, and process architecture in practice. • analyze models and phases of organizational diagnosis, understand the methodology behind model-based versus case-oriented diagnosis, and can carry out these processes from introduction through exploration to data processing and presentation. • recognize and evaluate the organizational climate and culture by measuring, interpreting, and understanding their respective effects on the organizational environment.
Course contents	<u>Neuromarketing & Behavioral Psychology (E) /ILV / LV-Nr: VPS5 / 4.Semester / ECTS: 6</u> • Functional Neuroanatomy & Neurophysiology (Cells & structures of the nervous system; Peripheral divisions; Brain waves; Functioning of neurons; Sensory systems; Movement; Brain development & plasticity; Long-term learning & memory) • Fundamentals of Neuromarketing (Concept & Definition of Neuromarketing; Differences between traditional marketing & Neuromarketing; Consumer Neuroscience; Pros & Cons of Neuromarketing; Emotions vs. Rational thinking, Purchase decisions) • Advanced Neuromarketing Techniques (Neuroscientific methods in marketing such as fMRI, EEG, Eye-Tracking; Influence of brands on neural pathways; Product placement and In-Store design; Advertising effectiveness; Price psychology; Online marketing and User experience) • Deep Dives into Behavioral Psychology (Cognitive biases and purchase decisions; Emotional vs. rational decision making; Social influences on consumer behavior) • Ethical Considerations in Neuromarketing (Ethics and data privacy; Manipulation vs. persuasion) • Practical Applications and Case Studies (Analysis of Neuromarketing campaigns; Workshops and projects to apply learned theories and methods)
	<u>Social Psychology: Social Foundations, Behavior and Experience /ILV / LV-Nr: VWP1 / 2.Semester / ECTS: 6</u> • Introduction (Definition & Subject Matter; Methods of Social Psychology; Situation, Motives of People) • Social Cognition & Perception (Structure of Knowledge; Perception & Attention; Encoding & Interpretation; Formation of Social Behavior; Types of Automatic Thinking; Cultural Differences in Social Cognition; Controlled Social Cognition; Non-verbal Communication; Causal Attribution; Culture & Social Perception; Cognitive Dissonance) • Heuristics (Representativeness Heuristic; Availability Heuristic; Anchoring Heuristic; Judgment Heuristic) • Thinking & Feeling (Influence of Emotions on Thinking; Formation of Emotions) • Social Perception, Social Influence & Behavior (Impressions & Impression Formation; Sympathy; Competence; Authority; Credibility; Influences of Others' Behavior on Social Perception & Prosocial Behavior; Influences of Attitudes; Informational & Normative Social Influence; Influence Strategies; Conformity; Obedience) • The Self (Definition & Significance; Explicit & Implicit Self-esteem; Self-regulation; Ways of Self-awareness; Threats to the Self) • Prejudice & Discrimination (Forms & Causes; Stereotyping; Prevention Measures) • Attitudes & Attitude Change (Definition; Prediction of Spontaneous & Deliberate Behavior; Mechanisms of Attitude Change; Resistance to Attitude Change Attempts; Measurement of Attitudes & Predictive Power for Future Behavior; Effects of Advertising; Resistance to Persuasive Messages)
	<u>Differential Psychology, Personality Psychology & Diagnostics /ILV / LV-Nr: VWP2 / 3.Semester / ECTS: 6</u> • Introduction (Development and Tasks of Differential Psychology and Personality Psychology, Universality of Inter-individual Differences, Central Concepts [Variable, Scale, Construct, Personality, Nomothetic, Idiographic, and Idiopathic Method], Behaviors & Habits, Behavior Prediction, States, Types, Paradigms of Personality Psychology) • Antecedents and theory-historical foundations in their current reception and critical reflection: psychoanalysis and psychoanalytic personality theories (Freud's theory of personality, Adler's individual psychology, Jungian analytical psychology). • Personality & Personality Research (Analysis of Variation and Covariation, Measurement and Traits, Personality Factors, Profiles & Types, Personality Disorders) • Personality Domains (Physical Attractiveness, Temperament & Interpersonal Styles, Abilities, Action & Evaluation Dispositions, Attitudes, Self-concept & Well-being) • Personal Environment & Relationships (Personal Environment, Personal Relationships and Relationship Status, Attachments) including Personality Development (Stability, Change, and Consequences of Personality, Genetic Influences, and Environmental Influences) • Gender Differences in Personality (Development of Differences, Magnitude of Differences, Explanation of Differences, Findings and Consequences for Gender Research) • Intelligence & Modeling of Intelligence Structure (Definition & Description, Process Models, Neural Correlates of Intelligence, Intelligence in Education, Profession, and Lifespan, Practical Intelligence, Concepts of Intelligence, Scales & Distributions, Structural Models, Stability & Change) • Creativity (Concept, Assessment of Creativity, Correlates of Creativity, Theory of Creativity, Implications and Trainability) • Modeling of Personality Structures (Typologies, Personality Theoretical Concepts, Five-Factor Model of Personality, Stability & Change)
	<u>Market & Consumer Psychology (E) /ILV / LV-Nr: VWP3 / 3.Semester / ECTS: 6</u>

	• Market Psychology within the Scientific Systematic Framework (Subject Matter, Market Psychology as an Applied Science, Epistemological Foundations) • Theories of Cognition (Theories of Social Perception and Social Judgment, Social Comparison Theory, Theory of Cognitive Dissonance, Theory of Psychological Reactance, Attribution Theories, Cognitive Response, Theories of Information Processing, Judgment Heuristics) • Development of Personality, Perception, and Memory (Developmental Psychology, Personality Theories, Perception Psychology, Learning Theories) • Motivation & Emotion (Definition, Motive & Motivation, Emotion, Biological Psychology, Scientific Foundations of Economic Behavior) • Power, Control & Exchange (Definition, Markets & Power, Control Theories, Ego Depletion-Loss of Control, Exchange Theories) • Perception & Attention (Psychophysics, Vision, Hearing, Sense of Smell, Touch, Multisensory Perception and the Effect of Expectations, Attention Control)
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Course contents	• Learning & Memory (Classical, Evaluative, and Operant Conditioning, Use of Memory, Encoding & Retrieval, Recall & Reconstruction, Memory Storage Model, Organization of Memory Contents, Serial Effects of Encoding, Implicit Memory, Mere-Exposure Effect) • Behavioral Control (Energization of the Organism, Affects & Emotions, Motivation & Goals, Behavioral Regulation & Self-Control, Involvement, Priming, Stimuli) • Principles & Psychology of Purchase Decision Making (Types of Purchases, Purchase Decisions for or Against a Product/Service, Prescriptive and Descriptive Decision Theories, Decision Heuristics, Influence of Information, Judgment Biases, Intuition)
	<u>Advertising & Media Management (E) /ILV / LV-Nr: VWP4 / 4.Semester / ECTS: 6</u> • Advertising & Purchasing (Advertising in consumer perception, Purpose and objectives of advertising, Models of advertising effectiveness, Concepts and terms for advertising design, Limits of economic advertising, Advertising and consumer behavior with digital media) • Advertising Design (Advertising environment, Frequency of presentation, Continuity & Consistency, Macrotypical design features of an advertisement, Color design, Typography, Images in advertising, Music and auditory images in marketing, Language, Perception of quantities & numbers, Time perception) • Money & Price Psychology (Price sensitivity & stability, Motivational aspects of price perception, Price structure) • Digital Marketing & Online Commerce (Forms of digital marketing, Digital vs. physical goods, Product Placement, Big Data and algorithms in psychology) • Recommendation Marketing & Influencers (Online reviews and electronic word-of-mouth, Marketing with influencers) • Basics of Communication (Concept & delimitation, communicative competence, Definition of communication psychology) • Classical Communication Models (Overview of selected communication models: Shannon & Weaver, Schulz von Thun; Grice's maxims of communication, Rules for successful communication according to Rogers, Communication model according to Watzlawick) • Means of verbal and non-verbal communication (Listening, Asking questions, Explanations, Laughter & Humor, Haptic signals, Body language, Proxemics, Physical characteristics) • Forms of Communication (Intrapersonal and interpersonal communication, Communication forms in practice)
	<u>Specialization in Occupational Psychology /ILV / LV-Nr: VWP6 / 4.Semester / ECTS: 6</u> • Requirement Analysis (Definition, Personal Characteristics, Methods and Procedures of Requirement Determination) • Personnel Selection (Selection & Fit, Personnel Selection Instruments, Criteria for Validity, Selection Decisions, Ethical and Legal Framework) • Performance Appraisal (Performance Appraisal and Behavioral Assessment, Appraisal Methods, Judgment Biases, Appraisal Errors, Occasions and Levels of Performance Appraisal) • Personnel Development (Definition and Differentiation, Corporate Planning, Career Planning, Potential Analysis, Diagnosis of Development Needs, Personnel Development Measures, Transfer Assurance) • Job Satisfaction & Motivation ((Process) Theories of Motivation, Constructs, Measurement and Correlates of Job Satisfaction; Theories and Constructs of Work Motivation) • Job Analysis, Evaluation & Design (Terms Job Analysis and Job Design, Objectives and Applications of Job Analysis, Process, Analysis Methods and Procedures of Job Analysis [e.g., VERA, ISTA, JDS or WDQ], Objectives and Strategies of Job Design, Job Design Measures) • Digitization of the Work Environment (Concept of Digitization, Blurring of Work Boundaries, Digital Work Quality) • Work & Health (Workload, Model for Explaining the Emergence of Stress, Consequences of Workload in the Workplace, Recognition of Workload in the Workplace, Coping with Workload and Stress in the Workplace, Work-Life Balance)
	<u>Specialization in Organizational Psychology & Organizational Development /ILV / LV-Nr: VWP7 / 4.Semester / ECTS: 6</u> • Interaction & Communication (Term definition; Ostracism & Discrimination; Forms of communication [oral, written, nonverbal]; Formal & Informal Communication) • Gravitation & Organizational Socialization (Term definition; Basics of organizational socialization; Impact of organizational socialization) • Leadership of Employees (Leadership & Leadership Success; Framework model & Determinants of leadership; Ethical aspects of leadership) • Organizational Development (Basic concepts and basic components of systemic & agile organizational development; Framework conditions: clarification of mandate, structural setup & process architecture; Adaptation model [basic roles & role constitution; delegation matrix; context bridge, continuous learning support; self-organization circle; leadership monitor; circle model as leadership model; circle constitution]; Decision tools & aids) • Organizational Diagnosis (Model-based vs. case-oriented organizational diagnosis; Phases of organizational diagnosis [Introduction, Exploration, Planning, Main examination execution, Data processing, Data preparation and interpretation, Presentation]) • Organizational Culture & Climate (Term definition or differentiation; Measurement, Interpretation & Impact of Organizational Climate; Concept, Measurement & Interpretation of Organizational Culture)
Teaching and learning methods	<u>Neuromarketing & Behavioral Psychology (E) /ILV / LV-Nr: VPS5 / 4.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
	<u>Social Psychology: Social Foundations, Behavior and Experience /ILV / LV-Nr: VWP1 / 2.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).

	<u>Differential Psychology, Personality Psychology & Diagnostics /ILV / LV-Nr: VWP2 / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
	<u>Market & Consumer Psychology (E) /ILV / LV-Nr: VWP3 / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).

Teaching and learning methods	<u>Advertising & Media Management (E) /ILV / LV-Nr: VWP4 / 4.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
	<u>Specialization in Occupational Psychology /ILV / LV-Nr: VWP6 / 4.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
	<u>Specialization in Organizational Psychology & Organizational Development /ILV / LV-Nr: VWP7 / 4.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. This will involve a combination of online phases (inductive method for independent acquisition of knowledge and practicing tasks) and face-to-face sessions (deductive method providing assistance in the learning process and imparting knowledge through lectures).
Evaluation Methods Criteria	<u>Neuromarketing & Behavioral Psychology (E) /ILV / LV-Nr: VPS5 / 4.Semester / ECTS: 6</u> Exam
	<u>Social Psychology: Social Foundations, Behavior and Experience /ILV / LV-Nr: VWP1 / 2.Semester / ECTS: 6</u> Exam
	<u>Differential Psychology, Personality Psychology & Diagnostics /ILV / LV-Nr: VWP2 / 3.Semester / ECTS: 6</u> Exam
	<u>Market & Consumer Psychology (E) /ILV / LV-Nr: VWP3 / 3.Semester / ECTS: 6</u> Exam Seminar paper
	<u>Advertising & Media Management (E) /ILV / LV-Nr: VWP4 / 4.Semester / ECTS: 6</u> Exam Seminar paper
	<u>Specialization in Occupational Psychology /ILV / LV-Nr: VWP6 / 4.Semester / ECTS: 6</u> Exam
	<u>Specialization in Organizational Psychology & Organizational Development /ILV / LV-Nr: VWP7 / 4.Semester / ECTS: 6</u> Exam Seminar paper

Module number:	Practical Project	Scope:	
PRA		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project I: Experimental Market Research /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag.		
	<u>Practical Project II: People & Organization /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag.		
Acquisition of skills	<u>Practical Project I: Experimental Market Research /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> The students • are familiar with the psychological aspects of business founding, acquisition, and succession and understand the specific challenges faced by small and medium-sized enterprises as well as startups. • understand the core processes of decision-making, the motivational structures in teams, and the dynamics that occur in business contexts. • can use experimental market research methods to test psychological models and theories in practice, especially in the context of leadership styles and their effects on employee motivation. • analyze how different leadership styles affect employee satisfaction and performance and how changes in team composition shape corporate culture. • assess the effectiveness of psychologically based management strategies and develop data-driven solutions for real business problems.		
	<u>Practical Project II: People & Organization /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> The students • are familiar with the psychological aspects of business founding, acquisition, and succession and understand the specific challenges faced by small and medium-sized enterprises as well as startups. • understand the core processes of decision-making, the motivational structures in teams, and the dynamics that occur in business contexts. • can use experimental market research methods to test psychological models and theories in practice, especially in the context of leadership styles and their effects on employee motivation. • analyze how different leadership styles affect employee satisfaction and performance and how changes in team composition shape corporate culture. • assess the effectiveness of psychologically based management strategies and develop data-driven solutions for real business problems.		
Course contents	<u>Practical Project I: Experimental Market Research /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u>		

	In the Bachelor's program in Economic Psychology, students dedicate themselves to an in-depth investigation of practice-based case studies that highlight the psychological aspects of company formation, acquisition, and succession. The focus is on collaboration with small and medium-sized enterprises as well as startups, which directly involves students in the real challenges and psychological processes that shape these economic phases. The course content includes a thorough analysis of decision-making processes, motivational structures, and team dynamics that occur in companies. Leadership styles and their impact on employee motivation and productivity are also examined. A key component of the course is the application of experimental market research methods, which allow students to practically test and validate psychological theories and models. Using these methods, students can investigate, for example, how different leadership styles affect employee performance and satisfaction or how changes in team composition influence corporate culture and workplace climate. The results of these studies contribute to developing data-supported, psychologically-founded strategies for business management and development. In addition to deepening their professional knowledge, this approach also enhances important complementary skills such as critical thinking, analytical abilities, and the capacity to apply scientific methods in real economic contexts. Students take complete charge of planning and executing the research projects, from hypothesis formation through data collection and analysis to presenting their findings. This comprehensive methodological and practical experience optimally prepares students for future professional challenges at the intersection of psychology and economics.
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Course contents	<u>Practical Project II: People & Organization /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> In the Bachelor's program in Economic Psychology, students dedicate themselves to an in-depth investigation of practice-based case studies that highlight the psychological aspects of company formation, acquisition, and succession. The focus is on collaboration with small and medium-sized enterprises as well as startups, which directly involves students in the real challenges and psychological processes that shape these economic phases. The course content includes a thorough analysis of decision-making processes, motivational structures, and team dynamics that occur in companies. Leadership styles and their impact on employee motivation and productivity are also examined. A key component of the course is the application of experimental market research methods, which allow students to practically test and validate psychological theories and models. Using these methods, students can investigate, for example, how different leadership styles affect employee performance and satisfaction or how changes in team composition influence corporate culture and workplace climate. The results of these studies contribute to developing data-supported, psychologically-founded strategies for business management and development. In addition to deepening their professional knowledge, this approach also enhances important complementary skills such as critical thinking, analytical abilities, and the capacity to apply scientific methods in real economic contexts. Students take complete charge of planning and executing the research projects, from hypothesis formation through data collection and analysis to presenting their findings. This comprehensive methodological and practical experience optimally prepares students for future professional challenges at the intersection of psychology and economics.
Teaching and learning methods	<u>Practical Project I: Experimental Market Research /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> - Working on a real problem with a company using the tools and techniques learned during the course - Supervision of the project by an experienced coach/project manager - Preparation of a final report, which can be handed over to the company - Holding a final presentation with the participation of the client <u>Practical Project II: People & Organization /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> - Working on a real problem with a company using the tools and techniques learned during the course - Supervision of the project by an experienced coach/project manager - Preparation of a final report, which can be handed over to the company - Holding a final presentation with the participation of the client
Evaluation Methods Criteria	<u>Practical Project I: Experimental Market Research /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> Report Presentation <u>Practical Project II: People & Organization /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> Report Presentation

Module number:	Social Skills	Scope:	
SSK		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Conflict Management & Mediation (E) /ILV / LV-Nr: SSK1 / 3.Semester / ECTS: 2</u> • Glasl, F. (2020). Konfliktmanagement: Ein Handbuch für Führung, Beratung und Mediation. Bern: Haupt Verlag. • Kreggenfeld, U. (2021). Erfolgreich systemisch verhandeln: Ganzheitliche Verhandlungsstrategien – Checklisten – Anwendungsbeispiele. Wiesbaden: Springer Verlag. • Proksch, S. (2023). Mediation. Design und Setting: Ablauf und Gestaltungsvarianten des Mediationsverfahrens. Berlin-Heidelberg: Springer Verlag. • Rosner, S., & Winheller, A. (2022). Mediation und Verhandlungsführung: Theorie und Praxis des wertschöpfenden Verhandelns. Baden-Baden: Nomos Verlag.		
	<u>Fundamentals of Change Management (E) /ILV / LV-Nr: SSK2 / 4.Semester / ECTS: 2</u> • Change Management Institute (2022). The effective change manager: The change management body of knowledge. Sydney: Wills Brand Design. • Hayes, J. (2022). The theory and practice of change management. London: Palgrave. • Pröbstl, H. (2023). Crashkurs Change Management: Transformation erfolgreich gestalten. Freiburg: Haufe Verlag. • Stolzenberg, K., & Heberle, K. (2021). Change Management: Veränderungsprozesse erfolgreich gestalten – Mitarbeiter mobilisieren. Vision, Kommunikation, Beteiligung, Qualifizierung. Berlin: Springer • Vahs, D., & Weiand, A. (2022). Workbook Change Management: Methoden und Techniken. Stuttgart: Schäffer-Poeschl		
Acquisition of skills	<u>Conflict Management & Mediation (E) /ILV / LV-Nr: SSK1 / 3.Semester / ECTS: 2</u> The students • recognize the necessity of communicative competence for conflict situations. • develop the ability to analyze conflicts and utilize them constructively. • are acquainted with the essential negotiation models and techniques and can apply them successfully in specific situations. • are familiar with the key cognitive and emotional influencing factors in negotiation processes. • can mediate successfully in cases of conflict. • are acquainted with the essential de-escalation and dialogue techniques within the framework of mediation procedures.		
	<u>Fundamentals of Change Management (E) /ILV / LV-Nr: SSK2 / 4.Semester / ECTS: 2</u> The students • are familiar with the essential strategic and operational measures for analyzing and implementing entrepreneurial change processes. • are able to critically reflect on entrepreneurial business processes, evaluate change measures, and implement and manage change processes within the framework of the leadership approach. • can apply selected instruments and techniques of change management. • understand the influence of Industry 4.0 and digitalization within change projects.		
Course contents	<u>Conflict Management & Mediation (E) /ILV / LV-Nr: SSK1 / 3.Semester / ECTS: 2</u> Part A: Conflict management • Communication Models and Conflict Theories • Phases of Conflict Resolution • Tools for Conflict Resolution and Prevention • Case-based Development of Conflict Solutions and Agreements Part B: Mediation • Conflict Escalation Models • De-escalation and Dialogue Techniques • Methods of Business Mediation • Case Example of Phases of the Mediation Process		
	<u>Fundamentals of Change Management (E) /ILV / LV-Nr: SSK2 / 4.Semester / ECTS: 2</u>		

	• Definition and Relevance of Change Management • Change Management within the Context of Industry 4.0 and Digitalization • Organizational Learning • Change Management Approaches according to Lewin and according to Kotter • Typologies of Actors in the Change Management Process • Change Managers and Change Leaders • Success and Failure Factors in Change Management
Teaching and learning methods	<u>Conflict Management & Mediation (E) /ILV / LV-Nr: SSK1 / 3.Semester / ECTS: 2</u> • The course will be conducted with face-to-face sessions (deductive method, providing assistance in the learning process and imparting knowledge through lectures). • Additionally, students will work in groups to solve and present problems, which will be discussed in the plenum. • Selected exercises will be conducted to deepen the lecture content.

Teaching and learning methods	<u>Fundamentals of Change Management (E) /ILV / LV-Nr: SSK2 / 4.Semester / ECTS: 2</u> • The course will be conducted with face-to-face sessions (deductive method, providing guidance in the learning process as well as imparting knowledge through lectures). • Additionally, students will solve and present problem statements in group work, which will be discussed in the plenary. • Selected exercises will be conducted to deepen the content of the lecture.
Evaluation Methods Criteria	<u>Conflict Management & Mediation (E) /ILV / LV-Nr: SSK1 / 3.Semester / ECTS: 2</u> Presentation
	<u>Fundamentals of Change Management (E) /ILV / LV-Nr: SSK2 / 4.Semester / ECTS: 2</u> Presentation

Module number:	Specialization: Area Studies & Cultures	Scope:	
AAC		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Area Studies & Cultures /ILV / LV-Nr: AAC / 5.Semester / ECTS: 6</u> Dependent on the thematic orientation of the respective elective courses.		
Acquisition of skills	<u>Consolidation Area Studies & Cultures /ILV / LV-Nr: AAC / 5.Semester / ECTS: 6</u> The students are capable of questioning intercultural peculiarities while using a foreign language.		
Course contents	<u>Consolidation Area Studies & Cultures /ILV / LV-Nr: AAC / 5.Semester / ECTS: 6</u> Courses such as Intercultural Communication, Business Geography, Anthropological Perspectives on Culture and Society, etc.		
Teaching and learning methods	<u>Consolidation Area Studies & Cultures /ILV / LV-Nr: AAC / 5.Semester / ECTS: 6</u> The teaching and learning methods are based on the curricula or guidelines of the respective partner universities.		
Evaluation Methods Criteria	<u>Consolidation Area Studies & Cultures /ILV / LV-Nr: AAC / 5.Semester / ECTS: 6</u> determined by the respective partner university		

Module number:	Advanced Business Psychology	Scope:	
ABP		16	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Specialization in Business Psychology & Management /ILV / LV-Nr: ABP / 5.Semester / ECTS: 16</u> Dependent on the thematic orientation of the respective elective courses.		
Acquisition of skills	<u>Specialization in Business Psychology & Management /ILV / LV-Nr: ABP / 5.Semester / ECTS: 16</u> The students practice acquiring knowledge in a foreign language. They are capable of understanding subject-specific content in a culturally and socially unfamiliar environment and applying it to specific issues in economic psychology in an international context.		
Course contents	<u>Specialization in Business Psychology & Management /ILV / LV-Nr: ABP / 5.Semester / ECTS: 16</u> Courses from the following five areas: 1. Psychology (e.g., Advanced Differential Psychology, Advanced Social Psychology, Diagnostics, etc.) 2. Economic / Business Psychology (e.g., Managerial Decision Behavior, Psychology of Financial Markets, etc.) 3. Management & Business (e.g., Business Ethics, Corporate Culture, Data Analytics, Diversity, Knowledge Management, Leadership, Organizational Theory, etc.) 4. Marketing (e.g., Advanced Marketing Management, Communication Management, Consumer Behavior, Customer Service Excellence, Digital Marketing, Global Marketing, Market Research, etc.) 5. HR Management (e.g., Advanced HR Management, Employer Branding, People & Organization, Strategic HR Management, etc.)		
Teaching and learning methods	<u>Specialization in Business Psychology & Management /ILV / LV-Nr: ABP / 5.Semester / ECTS: 16</u> The teaching and learning methods are based on the curricula or guidelines of the respective partner universities.		
Evaluation Methods Criteria	<u>Specialization in Business Psychology & Management /ILV / LV-Nr: ABP / 5.Semester / ECTS: 16</u> determined by the respective partner university		

Module number:	Advanced Social Skills	Scope:	
ASS		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Social Skills /ILV / LV-Nr: ASS / 5.Semester / ECTS: 8</u> Dependent on the thematic orientation of the respective elective courses.		
Acquisition of skills	<u>Consolidation Social Skills /ILV / LV-Nr: ASS / 5.Semester / ECTS: 8</u> The students are able to apply their presentation skills and social competence abroad. They can reflect on subject-specific content in a culturally and socially unfamiliar environment.		
Course contents	<u>Consolidation Social Skills /ILV / LV-Nr: ASS / 5.Semester / ECTS: 8</u> Enhancement of Social Skills: Courses such as Business Communication, Negotiation and Conflict Resolution, International Business Communication, Bargaining Behavior.		
Teaching and learning methods	<u>Consolidation Social Skills /ILV / LV-Nr: ASS / 5.Semester / ECTS: 8</u> The teaching and learning methods are based on the curricula or guidelines of the respective partner universities.		
Evaluation Methods Criteria	<u>Consolidation Social Skills /ILV / LV-Nr: ASS / 5.Semester / ECTS: 8</u> determined by the respective partner university		

Module number:	Professional Internship	Scope:	
BPR		20	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 20</u> • Bloss, M. (2023). Mein Praktikum: Bewerben, einsteigen, aufsteigen. München: UVK Verlag. • Rütten, M., & Bierer, K. (2021). Future Talents: Personalgewinnung und Bindung von Praktikanten und Studierenden. Wiesbaden: Springer Verlag.		
Acquisition of skills	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 20</u> The students: • solve operational problems by applying the knowledge they have acquired so far in their studies. • understand how certain processes in companies are structured and interconnected. • experience and understand how to work, communicate, and act in teams.		
Course contents	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 20</u> The course content depends on the activities that the students undertake at their internship providers. The students independently choose an internship position, utilizing the extensive range of internship advertisements available from FH Kufstein Tirol. The program director verifies the professional alignment of the internship activities with the study content and the qualification profiles of the program. Subsequently, the program director checks whether the professional internship meets the educational objectives of the program and whether the student can be employed according to their qualification level. A detailed internship guide supports the students in organizing their practical semester.		
Teaching and learning methods	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 20</u> • Application of content from the courses of the first five semesters to practical problems at the internship provider. • Coaching in implementation by internship supervisors within the company. • Connection to the bachelor thesis, in which a problem from the internship provider is addressed using scientific methods.		
Evaluation Methods Criteria	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 20</u> Internship report		

Module number:	Bachelor's Thesis Seminar	Scope:	
BAS		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Business Psychology & Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelor thesis seminar (E) /SE / LV-Nr: BAS 1 / 6.Semester / ECTS: 4</u> • Bänsch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Oehlrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
	<u>Bachelorthesis /SE / LV-Nr: BAS2 / 6.Semester / ECTS: 6</u> • Bänsch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Oehlrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
Acquisition of skills	<u>Bachelor thesis seminar (E) /SE / LV-Nr: BAS 1 / 6.Semester / ECTS: 4</u> Students deepen their knowledge of the formal and structural requirements of a scientific Bachelor's thesis and reflect on key quality criteria of academic work. They are able to critically assess the current status of their own thesis, formulate specific questions, and receive constructive feedback and integrate it into their further work. Furthermore, students present the results of their Bachelor's thesis appropriately within an academic context and structure their presentation according to the standards of a research community. They develop theory-based arguments, explain their methodological approach in a comprehensible manner, and critically discuss their findings with regard to scientific and practical implications.		
	<u>Bachelorthesis /SE / LV-Nr: BAS2 / 6.Semester / ECTS: 6</u> The students are capable of scientifically processing a topic from the field of business psychology and independently developing a central question. Self-organization and time management skills of the students are promoted. The students learn the ability to apply theoretical knowledge from their studies in their bachelor's thesis. The students possess analytical and scientific reflection skills for business psychology issues.		
Course contents	<u>Bachelor thesis seminar (E) /SE / LV-Nr: BAS 1 / 6.Semester / ECTS: 4</u> • Structure and Quality Criteria of Academic Theses: Review of key structural principles (introduction, theory, methodology, results, discussion), coherence of argumentation, logical flow, and academic writing style. • Reflection on the Current Work Status: Assessment of individual progress, typical challenges in the research process, and dealing with open questions and uncertainties. • Feedback Culture in an Academic Context: Criteria-based peer feedback, providing and receiving constructive feedback, and revising work based on feedback. • Scientific Presentation of Results: Structure of a research or conference presentation (research problem, theoretical background, methodology, results, implications), data visualization, and audience-appropriate communication. • Argumentation and Discussion at Research Level: Theory-driven interpretation of findings, positioning within the existing body of research, critical reflection on limitations, and derivation of scientific and practical implications. • Responding to Questions from the Academic Community: Justifying methodological decisions, addressing critical comments, and responding to academic questions in a precise and structured manner.		
	<u>Bachelorthesis /SE / LV-Nr: BAS2 / 6.Semester / ECTS: 6</u> As part of the course, students independently prepare their Bachelor's thesis on a topic in business psychology. They develop a clearly defined subject area, formulate a central research question, and address it based on relevant theoretical models and current academic literature. In doing so, they apply the subject-specific knowledge and methodological skills acquired during their studies to a specific problem in business psychology and analyze it systematically. Students demonstrate their ability to construct academic arguments, to interpret findings in a reflective manner, and to critically discuss theoretical and practical implications. Furthermore, they plan and structure their work process independently and apply appropriate self-organization and time management strategies throughout the research process.		

Teaching and learning methods	<u>Bachelor thesis seminar (E) /SE / LV-Nr: BAS 1 / 6.Semester / ECTS: 4</u> Coaching in the implementation by bachelor thesis supervisors (physical and virtual meetings)
	<u>Bachelorthesis /SE / LV-Nr: BAS2 / 6.Semester / ECTS: 6</u> Coaching in the implementation by bachelor thesis supervisors (physical and virtual meetings)

Evaluation Methods Criteria	<u>Bachelor thesis seminar (E) /SE / LV-Nr: BAS 1 / 6.Semester / ECTS: 4</u>
	Presentation
	<u>Bachelorthesis /SE / LV-Nr: BAS2 / 6.Semester / ECTS: 6</u>
	Bachelor's thesis

2.4 Internship

Students choose their own internship placement. In doing so, they can draw on the extensive selection of internship listings provided by Kufstein University of Applied Sciences in Tyrol. The program director verifies that the internship activities align with the program's curriculum and qualification profiles. The program director then assesses whether the professional internship meets the program's educational objectives and whether the student can be assigned tasks appropriate to his or her level of qualification. A detailed internship guide assists students with organizing their practical semester; the IRO and the program administration are also available to students for questions and support. Students must apply for the professional internship using a form (= job description). The form contains key information about the student and the internship supervisor, as well as the objectives and tasks/activities at the internship company. The internship is confirmed or approved by the signatures of the program director and the internship supervisor. The student must reflect on, document, and present the experiences and insights gained, as well as evaluate the internship placement.

Conversely, the internship supervisor must evaluate the student. The student must prepare an interim report, a final report, and a presentation, as well as complete an evaluation form. At the beginning of the internship, the student receives an internship guide listing the items to be addressed. A key requirement is to compare the agreed-upon objectives with the actual outcomes achieved. The documentation prepared by the student and the supervisor is evaluated by the program director. If the achievement of the objectives and alignment with the student's skill level are not ensured, the respective internship site will be excluded from future use. A list of internship sites and the corresponding reports are available to subsequent students via the Moodle learning platform.

2.5 Semester abroad

In the 5th semester of the full-time Bachelor's program in Business Psychology & Management, students complete a **mandatory semester abroad** at a partner university of Kufstein University of Applied Sciences, Tyrol. Students must demonstrate a total workload of 30 ECTS credits at the respective partner university. As part of their preparation for studying abroad, students are provided with a list of selected institutions that are particularly well-suited to the Business Psychology & Management program. This ensures that students can gain in-depth knowledge in the relevant subjects, thereby developing the desired competencies. Studying abroad also helps develop intercultural and language skills, which are highly relevant in professional practice. In addition, students are expected to organize most aspects of their stay abroad independently (e.g., finding housing, registering at the partner university, obtaining the necessary documents for enrollment and travel to the respective country, etc.).

Study places are **allocated** based on the **order of the grade point average**. First, the student with the lowest grade point average is assigned their first preference. Next, the student with the second-lowest grade point average, and so on. If a student's first preference cannot be granted (because it has already been taken by a student with a lower grade point average), the second preference is assigned. If this has also already been taken, the third preference is assigned. If this has also already been taken, the student enters a second allocation round.

3 ADMISSION REQUIREMENTS

The admission requirements at Kufstein University of Applied Sciences in Tyrol are governed by the following provisions:

1. The general admission requirements are governed by § 4 FHG, as amended; this applies to **individuals with a general university entrance qualification**.

2. **Individuals without a high school diploma** must take an **entrance qualification examination** in accordance with § 64a of the University Act (UG) of 2002, as amended. In accordance with a regulation issued by the rectorate of a university, these individuals obtain general university entrance qualifications for bachelor's degree programs within a field of study group by passing the entrance qualification examination. Successful completion of the university entrance qualification examination thus entitles the student to admission to all degree programs within the field of study group for which the qualification was obtained. The university entrance qualification examination may be taken for specific fields of study in accordance with a regulation issued by a university's Rectorate; for Kufstein University of Applied Sciences in Tyrol, the relevant field of study is: Social and Economic Sciences (e.g., Business Administration, Business Education, Statistics, Sociology).

Applicants who have completed a 3-year **vocational secondary school program**, completed an **apprenticeship under the dual system**, or obtained a **German Fachhochschulreife** in a **relevant** field may gain admission to Kufstein University of Applied Sciences in Tyrol by passing supplementary exams in German, English, and mathematics. In the case of the German Fachhochschulreife, the supplementary exam must be taken only in those of the three subjects in which the grade on the transcript is "Unsatisfactory" or lower. All supplementary exams must be successfully completed before the start of the third semester.

3. For **individuals with relevant dual vocational training, completion of an apprenticeship** in one of **the** following **fields**, as specified in the current announcement by the Federal Ministry of Economy, Family, and Youth, is a prerequisite for admission:

- Office Clerk
- Retail
- Catering Specialist
- Hotel and Hospitality Assistant
- Media Specialist
- Human Resources Services

4. **Individuals who have graduated** from one of the following relevant **vocational secondary schools** with a program of at least three years may also be admitted:

- Hotel Management School, Tourism School, Hospitality School
- Business schools
- Technical schools for tourism professions
- Technical schools for educational assistant professions
- Technical schools for business professions
- Business School
- Commercial Schools

Newly emerging apprenticeship programs in similar fields must be recognized accordingly.

The **individuals listed under sections 3 and 4** must pass **additional exams** and, if necessary, complete corresponding preparatory courses as an admission requirement by the start of the third semester. This is possible at the Kufstein University of Applied Sciences.

The following additional exams are required for this group:

- German
- English
- Mathematics

Below is an overview of which specializations of the German FOS/BOS are considered relevant for admission. In these cases, supplementary exams in mathematics, German, and English must be taken within the first semester (if a "deficient" grade or a lower grade was received in these subjects).

	WIP ft
FOS	
- Agricultural Economics, Biotechnology, and Environmental	
- Design	X
- Health	X
- International Business	X
- Social Services	X
- Technology	X
- Business & Administration	X
BOS	
- Agricultural Economics, Bio- and Environmental Technol-	
- Design	X
- Health	X
- International Economics	X
- Social Services	X
- Technology	
- Business & Administration	X
For internships in relevant fields (e.g., social work, business, administration), other fields of study may also be accepted (upon consultation with the program director)	