Technische Hochschule Ingolstadt

# Program and Course Description
# Module handbook

## *Retail and Consumer Management*

*Master of Arts (M. A.)*

*THI Business School*

Study and Examination Regulation: WS 17/18

*per 23.02.2026*

# Content

1 Overview of modules and hours (1–3. Semester) * ..... 3
2 Curriculum ..... 5
3 Description of Modules ..... 6
3.1 Compulsory Modules ..... 7
3.1.1 Retail Lab: Consumer Projects and Project Management ..... 7
3.1.2 Retail and Consumer Management ..... 9
3.1.3 Market Research and Consumer Behaviour in Retailing ..... 11
3.1.4 Trademark, Retail and Consumer Law ..... 14
3.1.5 Retail Locations and International Retailing ..... 16
3.1.6 Digital Commerce ..... 18
3.1.7 Retail Branding and Store Marketing ..... 20
3.1.8 Strategic Retail Management, Merger and Acquisitions in Retailing ..... 22
3.1.9 Digital Marketing ..... 25
3.1.10 Sales and Customer Lifecycle Management ..... 27
3.1.11 Supply Chain Management in Retailing ..... 29
3.1.12 Retail and Consumer Project ..... 31
3.1.13 Master Thesis ..... 33
3.2 Compulsory Elective Modules ..... 35
3.3 Voluntary Elective Subjects ..... 36

# 1 Overview of modules and hours (1–3. Semester) *

| | CURRICULUM RETAIL AND CONSUMER MANAGEMENT | 1. Semester Start in Winter | | 2. Semester Summer | | 3. Semester Winter/Summer | |
|---|---|---|---|---|---|---|---|
| **Nr.** | **Module** | **SWS**** | **ECTS** | **SWS** | **ECTS** | **SWS** | **ECTS** |
| 1.1 | Retail Lab: Consumer Projects and Project Management (1. semester and late arrival) | 4 | 5 | | | | |
| 1.2 | Retail and Consumer Management | 4 | 5 | | | | |
| 1.3 | Electives (to choose in winter **or** summer) [1)] | 4 | 5 | 4 | 5 | | |
| 2.1 | Market Research and Consumer Behaviour in Retailing | | | 4 | 5 | | |
| 2.2 | Trademark, Retail and Consumer Law | 4 | 5 | | | | |
| 2.3 | Retail Locations and International Retailing | 4 | 5 | | | | |
| 3.1 | Digital Commerce | | | 4 | 5 | | |
| 3.2 | Retail Branding and Store Marketing | | | 4 | 5 | | |
| 3.3 | Strategic Retail Management, Mergers and Acquisitions in Retailing | 4 | 5 | | | | |
| 4.1 | Digital Marketing | 4 | 5 | | | | |
| 4.2 | Sales and Customer Lifecycle Management | | | 4 | 5 | | |
| 4.3 | Supply Chain Management in Retailing | | | 4 | 5 | | |
| 5 | Retail and Consumer Project (to choose in winter **or** summer) [2)] | | | 4 | 5 | 4 | 5 |
| 6 | Master Thesis | | | | | | 25 |
| **Total** | | **24** | **30** | **24** | **30** | **4** | **30** |

*All further details are specified in the attachment of the respective Study and Examination Regulation (SPO Winter Semester 2017) here.

** Hours per week

[1)] One compulsory elective module must be chosen during the degree program RCM. Participation is recommended in the 2nd study semester. Please note that places for the elective modules are limited per semester.
At least one compulsory elective module is offered in both the winter and summer semesters.

[2)] The module Retail and Consumer Project is offered in the summer and winter semesters. Participation is possible in the 2nd or 3rd study semester.

# 2 Curriculum

| | | |
|---|---|---|
| *Courses in the Winter semester* | | |
| Retail Locations and International Retailing | Retail and Consumer Management | Trademark, Retail and Consumer Law |
| Strategic Retail Management, Merger and Acquisitions in Retailing | Digital Marketing | Retail Lab: Consumer Projects and Project Management (only 1st semester students) |
| Retail and Consumer Project (2nd or 3rd semester students) | Electives | |
| *Courses in the Summer semester* | | |
| Market Research and Consumer Behaviour in Retailing | Digital Commerce | Retail Branding and Store Marketing |
| Supply Chain Management | Sales and Customer Lifecycle Management | Retail Lab: Consumer Projects and Project Management (only 1st semester students) |
| Retail and Consumer Project (2nd or 3rd semester students) | Electives | |
| *Winter or summer semester* | | |
| Master's Thesis | | |

# 3 Description of Modules

## 3.1 Compulsory Modules

### 3.1.1 Retail Lab: Consumer Projects and Project Management

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_CPPM | **SPO-No.:** | 1.1 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | winter and summer term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Knoppe, Marc |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Retail Lab: Consumer Projects and Project Management (RCM_CPPM) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - Presentation, 15 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Students have to be prepared for a world that's changing fast. Students have to know more about disruptive retail and consumer models, about revolution in thinking and creating unexpected solutions.

Students will learn how innovations and business models are shaping the future of retailing, shopping and consumer behaviour. Students will analyse disruptive and non-disruptive retail and consumer business models driven by internet of me, augmented reality, digitalisation or basic business. Students will learn how to apply inventive business models that drive retail and consumer business.

Students know how to organize and manage a project. Students are prepared to handle specific assignments/projects at work.

The students are able to apply techniques and tools they have learned in international real-life projects.

At the end of the course, the students

**Subject competence:**

- understand disruptive retail business models and their impact on consumer behavior.

- have insights into digital transformation processes in retail and consumer industries.

**Methodological competence:**

- will be able to demonstrate proficiency in the application of project management techniques for inter-disciplinary and international retail projects.
- use business intelligence tools and dashboards for reporting project progress and outcomes.

**Personal/Self-competence:**

- have an entrepreneurial mindset and resilience in fast-changing environments.
- show critical thinking and creativity in developing innovative solutions.

**Social competence:**

- collaborate in multicultural and interdisciplinary teams.
- communicate effectively within project environments and towards external stakeholders.

**Content:**

Students will discuss new technologies, innovations and disruptive business models that are changing the face of retail and enhancing customer experience. Students will learn about new digital business models and non-traditional competitors. Students will explore the key issues of retail and consumer business models. Students will learn to identify ideas, to analyse disruptive and non-disruptive businesses, to create a new strategy.

To be prepared in project management students will have the opportunity to take an extra course in project management:

VHB course:

Prof. Dr. Markus Westner

https://kurse.vhb.org/VHBPORTAL/kursprogramm/kursprogramm.jsp?kDetail=true

**Literature:**

Compulsory:

- PINTO, Jeffrey K., 2016. *Project management: achieving competitive advantage*. Harlow: Pearson Education. ISBN 978-1-292-09479-3, 1-292-09479-6
- BERMAN, Barry, Joel R. EVANS und Patrali CHATTERJEE, 2018. *Retail management: a strategic approach*. Harlow, England: Pearson. ISBN 978-1-292-21467-2, 1-292-21467-8

Recommended:

- WANNENWETSCH, Helmut, 2004. *E-Supply-Chain-Management: Grundlagen, Strategien, Praxisanwendungen*. Wiesbaden: Gabler. ISBN 3-409-22015-1
- TAYUR, Sridhar, 2003. *Quantitative models for supply chain management*. Boston [u.a.]: Kluwer Acad. Publ.. ISBN 0-7923-8344-3
- WILLIAMS, Luke, 2016. *Disrupt: Think the Unthinkable to Spark Transformation in Your Business*.

**Additional remarks:**

This course is compulsory for the 1st semester. Also for 2nd semester students who were unable to attend in the first semester due to visa problems and late arrival.

The course can take place either partially or entirely in a virtual format.

## 3.1.2 Retail and Consumer Management

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_RCM | **SPO-No.:** | 1.2 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only winter term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Marques, Thiago; Shamma, Hamed M. |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Retail and Consumer Management (RCM_RCM) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | schrP90 - written exam, 90 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Students know the retail and consumer management basics and its relevance to an organization. Students can apply retail and consumer principles and have practical understanding of the retail and consumer business.

After passing the elective, students would know how to:

- Develop a business idea to a business model
- Identify key success factors for implementation
- Prepare implementation on basis of a minimal viable product approach
- Prepare a business plan

The course provides students with an overview of retail management. In this course, we will explore contemporary retail management issues. In this course you will gain an understanding of retail trends, technology in retail, merchandize planning and management, location, human resource management, customer service, e-retailing among other topics. This course will give you the insight into the retailing environment that will enable you to make informed decisions. It will also help you develop an understanding and appreciation of the challenges and opportunities of starting, managing, expanding and succeeding in retail.

At the end of the course, the students

**Subject competence:**

- have a comprehensive knowledge of retail management fundamentals, customer value creation, and strategic positioning.
- understand the interplay between retail trends, digitalization, and organizational strategies.

**Methodological competence:**

- develop and evaluate retail business models using data-driven and design-thinking approaches.
- apply value proposition design and business model innovation frameworks.

**Personal/Self-competence:**

- take initiative in business development processes.
- demonstrate adaptability to evolving market dynamics and exhibit reflective leadership behavior.

**Social competence:**

- present retail strategies effectively to diverse audiences.
- build networks within the retail and consumer goods sectors.

**Content:**

- Introduction to retail and consumer management and its evolution
- RCM before and after the digital revolution
- Creating customer value, satisfaction and loyalty
- Brand building, equity, turnover and company value driven marketing strategies
- Key Performance Indicators for successful retail marketing
- Ideation / Design Thinking
- Value Proposition Design
- Business model canvas
- Business model innovation
- Minimal viable product (MVP) and testing
- Prototyping
- Business plan
- Pitch presentations

**Literature:**

Compulsory:


- KAWASAKI, Guy, 2015. *The Time Tested, The art of the start 2.0: the time-tested, battle-hardened guide for anyone starting anything. r. Edition*. London [a.o.] : Portfolio Penguin. ISBN 978-0-241-18726-5, 978-1-59184-811-0
- RIES, Eric und Ursula BISCHOFF, 2017. *The lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Currency. ISBN 978-1-5247-6240-7


Recommended:


- GASSMANN, Olicer, Karolin FRANKENBERGER und Michaela CSIK, 2014. *The business model navigator: 55 models that will revolutionise your business*. Harlow [a.o.]: Pearson. ISBN 978-1-292-06581-6
- OSTERWALDER, Alexander, Trish PAPADAKOS und Gregory BERNARDA, 2014. *Value proposition design: how to create products and services customers want*. Hoboken, NJ: Wiley. ISBN 978-1-118-96805-5, 1-118-96805-0
- CROLL, Alistair und Benjamin YOSKOVITZ, 2013. *Lean analytics: use data to build a better startup faster*. Beijing [a.o.]: O'Reilly. ISBN 978-1-449-33567-0, 1-449-33567-5


**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

## 3.1.3 Market Research and Consumer Behaviour in Retailing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_MRCBR | **SPO-No.:** | 2.1 |
| **Curriculum:** | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only summer term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Gupta, Shipra |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Market Research and Consumer Behaviour in Retailing (RCM_MRCBR) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - project work |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Market Research

It will be illustrated the interaction between retail and consumer research and retail and consumer management decisions. A focus will be on digital research like google analytics. Students will learn a practical framework for conducting market research to highlight qualitative and quantitative retail and consumer research strategies. Students will know to use a SPSS program. Students will apply the topic by handling different cases.

Consumer Behaviour

Students will understand consumer behavior. Students will learn that consumer behaviour is central to the planning, development, and implementation of successful marketing strategies. Students know evaluate the consumer behaviour of all target groups anlong all touchpoints shown by a customer journey. Students will apply the topic by handling different cases.

Students will learn how new technology is influencing retail and consumer behaviour.

The course provides students with the framework for conducting marketing research. During this module, students will be introduced to the marketing research tools which aid marketing managers in marketing decisions. Students will also be introduced to the marketing research process and explain how it is used to collect and analyze information to solve practical marketing problems using examples from real world contexts. The course offers hands-on experience in marketing research based data analysis.

The course provides students with an overview of consumer behavior. This will involve analyzing the consumer buying decision process and the factors affecting this process. Issues such as the shifting in values of the German, European and multinational societies, how to appeal to different markets and how we can change attitudes will be tackled. We will often take the perspective of a marketing manager who needs knowledge of consumer behavior in order to develop, evaluate, and implement effective marketing strategies.

Upon successful completion of this course, students will be able to achieve the following competencies:

Subject Competencies

- Analyze consumer behavior and decision-making processes, including cultural, social, psychological, and technological influences.
- Assess consumer behavior across target markets and customer journey touchpoints to inform marketing and retail strategy.
- Evaluate the impact of emerging technologies on consumer behavior and retail practices in domestic, European, and global contexts.
- Understand the role of market research in supporting managerial decision-making in marketing and retail contexts.

Methodological Competencies

- Define and structure marketing and consumer-related problems within an organizational context and translate them into researchable questions.
- Design and conduct qualitative and quantitative research using appropriate primary and secondary data sources.
- Select appropriate research designs, methods, and techniques for commonly encountered marketing and consumer behavior problems.
- Apply marketing research frameworks to analyze real-world marketing and retail challenges.
- Use marketing research tools and statistical software (e.g., SPSS) to collect, analyze, and interpret marketing data.
- Translate research findings into actionable managerial insights and strategic recommendations.

Personal Competencies

- Demonstrate critical and analytical thinking in evaluating marketing data and research outcomes.
- Exercise professional judgment in selecting research approaches and interpreting results.
- Apply theoretical knowledge to practical marketing cases with independence and accountability.

Social Competencies

- Communicate research findings clearly and professionally through written reports and presentations.
- Collaborate effectively in team-based research and case analyses, respecting diverse perspectives and roles.
- Present data-driven arguments to support marketing decisions in managerial and group settings.

**Content:**

Market Research

- Introduction
- Defining the Marketing Research
- Research Design
- On- and Offline Research
- Interpretation of results
- Consumer Decision-Making, Marketing Ethics
- Consumer Research

Consumer Behaviour

- Consumers, Marketers, and Technology
- Technology-Driven Consumer Behavior

- Segmentation, Targeting, and Positioning
- Consumer Motivation and Personality
- Consumer Perception
- From Print and Broadcast Advertising to Social and Mobile Media
- Reference Groups and Word-of-Mouth
- Consumers in their Social and Cultural Settings
- New technology is influencing retail and consumer behaviour

**Literature:**

Compulsory*:*

- SCHIFFMAN, Leon G. and Joseph WISENBLIT, 2015. *Consumer behavior*. 11. edition. Boston [u.a.]: Pearson. ISBN 978-0-273-78713-6, 0-273-78713-6
- MCDANIEL AND GATES, . *Marketing Research Essentials*. 11. edition.

Recommended*:*

None

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

## 3.1.4 Trademark, Retail and Consumer Law

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_TRCL | **SPO-No.:** | 2.2 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only winter term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Wanning, Benjamin; Wappner, Celina |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Trademark, Retail and Consumer Law (RCM_TRCL) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | schrP90 - written exam, 90 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Students learn the basics of the European legislative process and the most important European and German company forms. They receive an introduction to German Civil Law and compare the German provisions to those in the Angloamerican law. In addition, they take a first look at Patent and Trademark Law. Students get an overview of the most important European data protection rules.

At the end of the course, the students

**Subject competence:**

- understand European and German company law, IP rights, and data protection regulations in retail.
- are familiar with international legal comparisons relevant to retail.

**Methodological competence:**

- interpret legal frameworks through case study analysis.
- apply legal knowledge in retail management contexts.

**Personal/Self-competence:**

- demonstrate ethical responsibility and precision in legal tasks.
- show a conscientious and structured approach to compliance-related matters.

**Social competence:**

- demonstrate negotiation skills in legal contexts.

| |
|---|
| • exhibit awareness of intercultural and international compliance requirements. |
| **Content:** |
| • European Law<br>• Corporate Law<br>• Civil law<br>• Data Protection<br>• Tax |
| **Literature:** |
| Compulsory:<br>• Literature will be announced at the beginning.<br>Recommended:<br>Keine |
| **Additional remarks:** |
| The course can take place either partially or entirely in a virtual format. |

## 3.1.5 Retail Locations and International Retailing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_RLIR | **SPO-No.:** | 2.3 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only winter term |

| | |
|---|---|
| **Responsible for module:** | Vogler, Thomas |
| **Lecturers:** | Vogler, Thomas |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Retail Locations and International Retailing (RCM_RLIR) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | mdlP - oral exam, 15-20 minutes |
| **Usability for other study programs:** | The module is offered in other master's degree programs as well. |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

The students shall be able to develop solutions in critical situations that can occur in international retailing - they shall get a feeling of the complexity of retailing esp. in different countries and under consideration of real estate issues.

They shall be able to understand what is essential in buying real estate with a retail store or buying a retail chain.

They should be able to develop their own opinion about future in retail - esp. brick and mortar retail.

They shall get an understanding of sustainability esp in real estate for retail.

They shall get acquainted with different methods of turnover prediction- their weaknesses and strength.

At the end of the course, the students

**Subject competence:**

- understand real estate aspects and sustainability issues in international retailing.
- have knowledge of turnover estimation methods and trade area analysis.

**Methodological competence:**

- can evaluate international retail strategies and location-based decisions.
- will apply scenario-based analysis in international expansion planning.

**Personal/Self-competence:**

- will demonstrate critical thinking and a future-oriented mindset regarding retail developments.
- are able to develop independent, data-driven assessments of retail strategies.

**Social competence:**

- will have developed skills in intercultural communication within global retail environments.
- can manage expectations of international and local stakeholders.

**Content:**

- Nearly every lesson starts with a role play - students have to discuss and find a solution for a given situation that is real estate and retail related. The different solutions will be discussed.
- Following issues will be presented and discussed:
- Internationalisation and growth- implications for brick and mortar retailer
- WalMart in Germany - why did they fail?
- Real Estate in different legal systems
- Case buying a retail store (real estate with store) with financial implications
- Sustainability in retail- esp for Real Estate
- Trade Areas
- Different Turnover estimation methodes
- Future of real estate in retail
- Assett management in retail
- Strategic support of retail by real estate
- The students have to read beside the books down what will be supplied from my side in moodle.

**Literature:**

Compulsory:

- LEVY, Michael und Barton WEITZ, . *Retailing Management - chapter 7 and 8*. ISBN 987-0-07-122098-9
- ZENTES , J., 2017. *Strategic Retail Management chapter 8* .
- BARKHAM, Richard, 2012. *Real estate and globalisation, chapter 1,2,.5*. Hoboken, N.J.: Wiley-Blackwell. ISBN 978-0-470-65597-9, 978-1-118-35167-3

Recommended:

- THRALL, Grant Ian, . *Business Geography and new real estate market analysis chaper 1 and 7*.
- NOZEMAN, Ed F., 2014. *European metropolitan commercial real estate markets: Ed F. Nozeman ... (ed.)* [online]. Berlin [u.a.]: Springer PDF e-Book. ISBN 978-3-642-37851-5, 978-3-642-37852-2. Verfügbar unter: https://doi.org/10.1007/978-3-642-37852-2.
- ELLISON, Louise und Victoria EDWARDS, 2004. *Corporate Property management aligning real estate with business strategy*.
- SQUIRES, Graham, . *Routledge Companion to Real Estate Development chapter 5, 8, 14, 15, 17, 18, 20*.
- TOSHIHARA , Ishikawa, 2016. *Dynamic Locational Phases of Economic Activity in the Globalized World Part 1*.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

## 3.1.6 Digital Commerce

| Module abbreviation: | RCM_DC | SPO-No.: | 3.1 |
|---|---|---|---|
| Curriculum: | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 1, 2 |
| Module attributes: | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only summer term |

| | |
|---|---|
| **Responsible for module:** | Stummeyer, Christian |
| **Lecturers:** | Stummeyer, Christian |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Digital Commerce (RCM_DC) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - Project work |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

The students acquire application- and practice-oriented in-depth knowledge of innovative concepts, processes and applications in Digital Commerce:

- They understand the most important developments around the digitalization of society and retail and the future of commerce.
- They acquire the basic knowledge and skills for entering digital commerce.
- They know the essential elements of the value chain in digital commerce.
- They are able to apply the acquired knowledge within the framework of a practical project.

The students also train their analytical skills, presentation techniques and communication skills.

**Subject competence:**

- have a deep unterstanding of digital commerce systems, AI in retail, and digital channel management.
- have insights into future trends of retail digitalization and consumer expectations.

**Methodological competence:**

- Implementation of digital commerce tools and data analytics for business decisions.
- Optimization of digital touchpoints through usability and customer journey analysis.

**Personal/Self-competence:**

- Innovative thinking and adaptability to technological disruptions.

- Resilience in digital transformation processes.

**Social competence:**

- Effective teamwork in digital commerce projects.
- Collaboration across functions to drive digital innovation.

**Content:**

Introduction: Digitalization of society and retail

Digital Basics

- Target groups and targeting
- Usability, User Experience and Customer Experience
- Conversion Rate Optimization
- Website Check
- KPIs and Web Analytics

Digital Commerce

- The future of retail
- The digital channel within different channel concepts
- Driver tree in e-commerce
- Basics of Digital Commerce Systems
- Processes in E-Commerce
- Digital Commerce Scenarios in Retail
- Digital PoS
- Artificial Intelligence in Digital Commerce
- Success factors of digital business models

**Literature:**

Compulsory*:*

- ZENTES, Joachim, Dirk MORSCHETT und Hanna SCHRAMM-KLEIN, 2017. *Strategic Retail Management - Text and International Cases*. 3. edition. Wiesbaden: Springer Gabler. ISBN 3-658-10182-2, 978-3-658-10182-4
- CHAFFEY, Dave, 2015. *Digital business and E-commerce management: strategy, implementation and practice*. S. edition. Harlow: Pearson Education Limited. ISBN 978-0-273-78657-3, 0-273-78657-1

Recommended*:*

none

**Additional remarks:**

Besides the lecture, the students will also work with an E-Commerce System to get practical experience.

The course is held on-site. However, under special circumstances, it may also take place virtually.

## 3.1.7 Retail Branding and Store Marketing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_RBSM | **SPO-No.:** | 3.2 |
| **Curriculum:** | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only summer term |

| | |
|---|---|
| **Responsible for module:** | Hackl, Oliver |
| **Lecturers:** | Hackl, Oliver |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Retail Branding and Store Marketing (RCM_RBSM) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - Project work |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Students understand the need of retailers become a memorable brand in consumer's mind. In times of digitization retailers more than ever before have to develop a strong brand image that influence consumers positively. Students learn how to carefully construct and maintain a retail brand.

**Subject competence:**

- know retail branding theories and customer perception models.
- are familiar with integration of digital technologies into brand management.

**Methodological competence:**

- Development of strategies for customer experience and store marketing.
- Application of brand management and touchpoint optimization tools.

**Personal/Self-competence:**

- Creativity in designing customer-centric retail experiences.
- Sensitivity towards evolving consumer needs and expectations.

**Social competence:**

- Building communities around retail brands.
- Intercultural competence in brand communication strategies.

| **Content:** |
| --- |
| • Basic theoretical concepts of retail branding<br>• Understanding the sources of brand richness<br>• Identifying and understanding relevant brand touchpoints<br>• Branding customer's access to a retail brand<br>• Branding in-store personalities and atmospheres<br>• Branding price, promotion and assortment<br>• Creating rich brand experience by digital technologies |
| **Literature:** |
| Compulsory*:*<br>• Will be announced at the beginning<br>Recommended*:*<br>None |
| **Additional remarks:** |
| The course can take place either partially or entirely in a virtual format. |

## 3.1.8 Strategic Retail Management, Merger and Acquisitions in Retailing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_SRMMAR | **SPO-No.:** | 3.3 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only winter term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Frech, Alexander |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Strategic Retail Management, Merger and Acquisitions in Retailing (RCM_SRMMAR) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - Presentation, 15 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

At the end of this module the students should be able to apply strategic analysis, understand strategic management tools and methods, conduct strategic value evaluations and will be familiar with project management best practice. These tools will be applied to many real-life examples of different international firms.

At the end of the course, the students

**Subject competence:**

- have an in-depth knowledge of strategic management, articulate business strategies for firms and business units, and develop a clear process to improve a firm's value creation.
- understand market analytics, competitive intelligence, and innovation strategies.

**Methodological competence:**

- are able to use strategic frameworks for retail management and M&A processes.
- apply valuation methods when defining a company's value.

**Personal/Self-competence:**

- develop an understanding on how to measure life, applying frameworks discussed in class and at a business school.
- develop presentation skills and learn how to strategically build a career.

**Social competence:**

- develop leadership capabilities in a multicultural strategy project with your team.
- increase negotiation skills and learn how to bridge language barriers.

**Content:**

**Session 1 – Strategic Retail Management and M&A in Retailing:**

- Introduces core strategic frameworks, including SWOT, Porter's Five Forces, BCG/McKinsey matrices, and the Value Chain, with a focus on applying them to retail
- Emphasizes the importance of microeconomic thinking in strategic decision-making and highlights the strategic process phases: analysis, formulation, implementation, and monitoring
- Discusses innovation, sustainability, digital transformation, and their strategic relevance in modern retail business models
- Explores how to assess industry attractiveness and competitive positioning using tools like the Business Model Canvas and productivity frontier
- Includes group work, case study presentations, and a personal strategic reflection assignment based on Clayton Christensen's "How Will You Measure Your Life?" to encourage application beyond business contexts

**Session 2 – Strategic Retail Management (Resource Theory):**

- Introduces the resource-based view (RBV) as a complement to market-based strategy, focusing on inter-nal resources and capabilities as sources of sustainable competitive advantage
- Explores Porter's generic strategies (cost leadership, differentiation, focus) and compares them to modern value-based strategies, which emphasize customer-centric value creation
- Covers key strategic tools including VRIO framework, PESTEL analysis, and the value chain, highlighting how companies assess and build unique strengths
- Uses ALDI as a case study to apply 5 Forces analysis and illustrate how operational efficiency and private-label focus drive competitive positioning in a saturated market

**Session 3 – Innovation Strategies & Blue Ocean Thinking:**

- Introduces incremental, frugal, and disruptive innovation as key strategic approaches to staying relevant in rapidly changing retail environments
- Explains Blue Ocean Strategy tools such as the Strategy Canvas, ERRC Framework, and Six Path Framework for creating uncontested market space and making competition irrelevant
- Uses case studies (e.g., Swatch, Dyson, ALDI) to demonstrate how companies redefine industry boundaries, innovate value propositions, and target non-customers
- Highlights current retail trends in Germany, the role of AI in retail, and how platforms like Temu and Shein are reshaping global competition through system arbitrage

**Session 4 – Merger & Aquisitions:**

- Explains different rationales for merger and acquisitions in the context of strategic development.
- Points out what requirements must be met to cope with a post-merger situation.

**Literature:**

Compulsory:

- KIM, W. Chan und Renée A. MAUBORGNE, 2017. *The W. Chan Kim and Renée Mauborgne Blue Ocean Strategy Reader: The iconic articles by bestselling authors W. Chan Kim and Renée Mauborgne*. Boston: Harvard Business Review Press. ISBN 978-1-63369-275-6, 978-1-63369-274-9; Read in particular articles "Blue Ocean Strategy" and "Red-Ocean Traps"
- PORTER, Michael E., 2004. *Competitive strategy: techniques for analyzing industries and competitors*. New York: Free Press. ISBN 0-7432-6088-0, 978-0-7432-6088-6

Recommended:

- FOSTER, Richard und Sarah KAPLAN, 2001. *Creative Destruction. Why Companies that are built to Last underperform the market – and how to successfully transform them*. New York: Currency. ISBN 0-385-50133-1

- NIEMEIER, Stefan, Andrea ZOCCHI und Marco CATENA, 2013. *Reshaping Retail. Why technology is transforming the industry and how to win in the new consumer driven world*. Chichester: Wiley. ISBN 978-1-118-65666-2
- MEYNERTS-STILLER, Kirsten und Christoph ROHLOFF, 2019. *Post-Merger-Management. Value creation in M&A integration projects*. Bingley: Emerald. ISBN 978-1838674526
- KNOPPE, Marc und Martin WILD, 2018. *Digitalisierung im Handel*. Berlin: SpringerGabler Verlag . ISBN 978-3-662-55256-8


**Additional remarks:**

With extensive leadership experience as a CEO in Private Equity and a 15-year international track record in the retail sector, combined with a Ph.D. specializing in retail strategy, the lecturer offers a unique, practice-oriented perspective. This course will enrich the academic curriculum by integrating numerous up-to-date case studies from leading global retailers. Course delivery can be arranged partially online or as a hybrid, with both virtual and in-person sessions, according to participant needs.
Group Work-Presentation, 30 minutes

## 3.1.9 Digital Marketing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_DM | **SPO-No.:** | 4.1 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only winter term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Robichaud, Zachary |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 23 h<br>Self-study: 102 h<br>Total: 125 h |
| **Subjects of the module:** | Digital Marketing (RCM_DM) |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | LN - project work |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Students learn strategic fundamentals of Digital Marketing.

Students learn how digital marketing is part of a comprehensive marketing and corporate strategy. Students learn how digital marketing is optimized and integrated in the marketing mix. Established approaches in marketing planning are combined with the creative use of modern digital models and tools.

At the end of the course, the students

**Subject competence:**

- have a comprehensive understanding of digital marketing principles and performance measurement.
- will be able to apply KPIs and optimization strategies for digital campaigns.

**Methodological competence:**

- develop digital marketing strategies aligned with business objectives.
- integrate online and offline communication tools and metrics.

**Personal/Self-competence:**

- demonstrate creativity and resilience in dynamic marketing environments.
- show a proactive attitude towards digital innovation.

**Social competence:**

- collaborate within marketing teams.
- effectively communicate with stakeholders across digital channels.

**Content:**

Digital Marketing

- draw up digital marketing plans
- apply digital marketing principals
- integrate online and offline communications
- customer driven digital marketing
- reduce costly trial and error
- learn best practices
- develop marketing strategies

**Literature:**

Compulsory:

- CHAFFEY, Dave, Paul R. SMITH und P. R. SMITH, 2017. *Digital marketing excellence: planning, optimizing and integrating online marketing*. London; New York: Routledge. ISBN 978-1-138-19168-6, 978-1-138-19170-9

Recommended:

None

**Additional remarks:**

Interactive teaching style with case studies and practical insights.

Students are required to work on a paper which are graded and presented in class. This course requires a higher individual workload to fulfill the project requirements. Approximately 50% of the course is lecturer-led. The other 50% is additional workload for the preparation of the project work.

The course can take place either partially or entirely in a virtual format.

## 3.1.10 Sales and Customer Lifecycle Management

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_SCLM | **SPO-No.:** | 4.2 |
| **Curriculum:** | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only summer term |

| | |
|---|---|
| **Responsible for module:** | Vogler, Thomas |
| **Lecturers:** | Richter, Andreas |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Sales and Customer Lifecycle Management |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | schrP90 - written exam, 90 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

The students are able to understand the details of the selling process. Regarding the customers they know how to assess customer value and how to create a long term customer relationship. They also have deep knowledge about the relevance of Service Management. They also know how they can use big data to forecast consumer behaviour.

**Subject competence:**

- have a deep understanding of customer relationship management and sales force organization.
- have insights into consumer behavior analytics for lifecycle strategies.

**Methodological competence:**

- Management of customer lifecycle through CRM systems and sales strategies.
- Use of big data for predicting customer behavior and value.

**Personal/Self-competence:**

- Resilience and proactivity in customer engagement processes.
- Service orientation and goal-driven mindset.

**Social competence:**

- Relationship-building and negotiation skills in sales.
- Effective collaboration in customer-facing teams.

**Content:**

- Sales Management
- Sales Organization
- Sales Force Management
- Personal Selling
- Customer Relationship Management
- Consumer Behaviour and Big Data

**Literature:**

Compulsory*:*

- WAYSHAK, Marc, 2018. *The High-Velocity Sales Organization*. ISBN 0985411333
- SOLOMON, Michael R., Søren ASKEGAARD und Margaret HOGG, 2019. 7. Edition. ISBN 978-1292245423
- WEINBERG, Mike, 2015. *Sales management. Simplified.: The Straight Truth about Getting Exceptional Results from Your Sales Team*. F. Edition. New York: Amacom -- American Management Association. ISBN 9780814436431

Recommended*:*

None

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

## 3.1.11 Supply Chain Management in Retailing

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_SCMR | **SPO-No.:** | 4.3 |
| **Curriculum:** | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 1, 2 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | only summer term |

| | |
|---|---|
| **Responsible for module:** | Sternbeck, Michael |
| **Lecturers:** | Sternbeck, Michael |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Supply Chain Management in Retailing |
| **Lecture types:** | SC / E: seminar course with exercises |
| **Examinations:** | schrP90 - written exam, 90 minutes |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

Goal of the course is to understand supply chain planning and logistics execution in the retail and consumer goods industries. Motivated by practical challenges, we look at different logistics tasks on the strategic, tactical and operational planning level.

**Subject competence:**

- will be familiar with retail-specific supply chain structures and sustainability principles.
- understand omnichannel logistics and distribution concepts.

**Methodological competence:**

- Optimization of supply chains through digital tools and data analysis.
- Assessment of logistics networks on strategic, tactical, and operational levels.

**Personal/Self-competence:**

- Analytical thinking and structured problem-solving skills.
- Attention to detail in logistics planning.

**Social competence:**

- Collaboration across supply chain partners.
- Teamwork within cross-functional supply chain environments.

**Content:**

Main content of the course is:

- Relevance of supply chain management in the retail context
- Strategic supply network configuration
- Distribution concepts and delivery mode planning
- Warehouse management
- Transportation management
- Instore operations management
- Omnichannel operations

**Literature:**

Compulsory*:*

- BOZARTH, Cecil B. und Robert B. HANDFIELD, 2016. *Introduction to Operations and Supply Chain Management*. 4. Edition. Harlow: Pearson. ISBN 9781292093420
- CHRISTOPHER, Martin, 2016. *Logistics and Supply Chain Management*. 5. Edition. Harlow: Pearson Education. ISBN 9781292083797
- HÜBNER, Alexander, KUHN, Heinrich, STERNBECK, Michael, 2013. Demand and Supply Chain Planning in Grocery Retail: An Operations Planning Framework. In: *International Journal of Retail & Distribution Management*. 41(7)

Recommended*:*

- CHOPRA, Sunil und Peter MEINDL, 2013. *Supply Chain Management*. 5. Edition. Harlow: Pearson. ISBN 9780273765226
- FERNIE, John und Leigh SPARKS, 2019. *Logistics and retail Management*. 5. Edition. London: Kogan Page. ISBN 9780749481605

**Additional remarks:**

There will be a final exam of 90 minutes. You are allowed to use a non-programmable pocket calculator during the exam.

The course can take place either partially or entirely in a virtual format.

## 3.1.12 Retail and Consumer Project

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_RCP | **SPO-No.:** | 5 |
| **Curriculum:** | **Program** | **Module type** | **Semester** |
| | Retail and Consumer Management (SPO WS 17/18) | Compulsory Subject | 2, 3 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | winter and summer term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Knoppe, Marc; Marques, Thiago |
| **Credit points / SWS:** | 5 ECTS / 4 SWS |
| **Workload:** | Contact hours: 47 h<br>Self-study: 78 h<br>Total: 125 h |
| **Subjects of the module:** | Retail and Consumer Project (RCM_RCP) |
| **Lecture types:** | S / PT: seminar / project thesis |
| **Examinations:** | LN - project work |
| **Usability for other study programs:** | The module is offered in other master's degree programs as well. |

**Prerequisites according examination regulation:**

None

**Recommended prerequisites:**

None

**Objectives:**

The objective of the Retail and Consumer Project is to carry out a personal retail project in a professional way. This gives students the opportunity to put into practice the methodological and technical competences acquired during their studies and to show their ability to work independently. The Retail and Consumer Project offers students professional work experience and the possibility to familiarize themselves with retail business processes.

At the end of the course, the students

**Subject competence:**

- understand real business processes and challenges in retail.
- can apply theoretical knowledge in practical contexts.

**Methodological competence:**

- implement applied research methods and industry project management.
- develop retail solutions through practice-based learning.

**Personal/Self-competence:**

- show initiative and self-management in complex project environments.
- demonstrate accountability and professional work ethics.

**Social competence:**

- communicate with clients and project partners.
- engage in team collaboration in applied research projects.

**Content:**

The Retail and Consumer Project is based on the Retail Lab: Consumer Projects and Project Management. A project might be for instance a retail start-up, a multinational retail project, a retail business case or a special retail project in cooperation with a well-known retailer.

Students will have 1-2 supervisors for their Retail and Consumer Project:
1. An academic supervisor: a THI professor who will follow the project.
2. Maybe also a company supervisor: a representative of a company who will follow the student`s work

Typical project phases:

- problem definition
- analysis and market research
- design phase
- project documentation
- project implementation
- presentation of the project results

**Literature:**

Compulsory:

- Literature will be announced at the beginning.

Recommended:

None

**Additional remarks:**

This course is intended for students from the 2nd semester onwards

The course can take place either partially or entirely in a virtual format.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

## 3.1.13 Master Thesis

| | | | |
|---|---|---|---|
| **Module abbreviation:** | RCM_MT | **SPO-No.:** | 6 |
| **Curriculum:** | **Programme** | **Module type** | **Semester** |
| | Retail and Consumer Management (WS 17/18) | Compulsory Subject | 3 |
| **Module attributes:** | **Language of instruction** | **Duration of module** | **Frequency of offer** |
| | English | 1 semester | Winter and summer term |

| | |
|---|---|
| **Responsible for module:** | Knoppe, Marc |
| **Lecturers:** | Knoppe, Marc; Hackl, Oliver; Vogler, Thomas; Stummeyer, Christian; Fend Lars; Jungbluth, Michael; Sternbeck, Michael |
| **Credit points / SWS:** | 25 ECTS / 0 SWS |
| **Workload:** | Contact hours: 23 h<br>Self-study: 602 h<br>Total: 625 h |
| **Subjects of the module:** | Master Thesis |
| **Lecture types:** | Tutorial |
| **Examinations:** | Colloquium |
| **Usability for other study programs:** | None |

**Prerequisites according examination regulation:**

Release of the Master Thesis subject assumes the successful completion of credits and examinations totalling at least 30 ECTS. There is a six-month preparation period for the Master Thesis. The regulations on the issuance of the thesis in the general examination regulation of the Technische Hochschule Ingolstadt are also applicable.

**Recommended prerequisites:**

None

**Objectives:**

Students will show their scientific competence and knowledge.

**Content:**

The master's thesis seminar will support students in planning and preparing their master thesis. Furthermore, they get an early feedback on their master thesis idea. The seminar is designed for comprehensive preparation (e.g. short presentation of master's thesis proposals, discussion of results and methodological problems). General basics like APA style, literature research and management will be prepared and discussed. The seminar offers a great opportunity for reflection of student`s research projects and questions:

- Support in choosing a topic for a master's thesis
- Understanding and practical implementation of the guidelines for the preparation of a master thesis proposal
- Developing an understanding of the structure and style requirements of a master's thesis

The Master's Thesis will be coached and evaluated by a professor and the students choose their topics individually.

| **Literature:** |
| --- |
| Compulsory:<br>• Depends on the topic of the Master's Thesis<br>Recommended:<br>• GLASMAN-DEAL, 2010. *Science Research Writing for Non-Native Speakers of English*. ICP, ISBN 1-84816-310_X<br>• GHAURI, P, and K. GRONHAUG, 2010. *Research methods in Business Studies*. 4. Edition. ISBN 0273712047 |
| **Additional remarks:** |
| • Deadline winter semester: January 15th<br>• Deadline summer semester: July 15th |

## 3.2 Compulsory Elective Modules

**One** compulsory elective module must be chosen during the Master's program.

At least one compulsory elective module is offered in both the winter and summer semesters.

Generally, several elective modules are offered each semester. The modules offered in a particular semester can be found in the respective timetable. The descriptions of these modules can be found in the module handbook of the respective semester in THI's internal information platform "Moodle" https://moodle.thi.de/course/section.php?id=66153 (access after being fully immatriculated).

The courses can take place either partially or entirely in a virtual format.

## 3.3 Voluntary Elective Subjects

Foreign **language courses** can be taken voluntarily. Please refer to the Module Handbook of THI Language Centre here.

**Voluntary elective subjects of the Master's program RCM** can be found in the timetable and in the module handbook of the respective semester in THI's internal information platform "Moodle" https://moodle.thi.de/course/section.php?id=66153 (access after being fully immatriculated).