

Study Program Building Operations Management, Staatliche Studienakademie Glauchau				
Module code	Module name	Short description	Semester	ECTS
Compulsory modules: General Business Administration				
4BM-AGBW1-10	Foundations of Business Administration	Students attain basic knowledge of business administration, which can be built upon in the following semesters. The module focuses on the contents and tasks of business administration. On this basis, students are familiarized with the objectives of companies, the content of constitutive decision-making processes as well as the management and execution system of companies. Furthermore, students will have gained basic knowledge of corporate accounting upon completing the module. They are enabled to explain and apply basic accounting concepts and the importance of accountancy.	1	6
4BM-ABRW2-20	Corporate Accounting	The economic success of a company is generated by its output performance and documented through corporate accounting. The module enables students to select and apply fundamental instruments of cost and performance accounting in a theoretically founded, target and result-oriented way. Furthermore, students are familiarized with technique of double-entry accounting in accordance with the principles of proper accounting.	2	5
4BM-AGWJ3-30	Foundations of Added Value and Annual Financial Statements	Performance-related processes constitute the core of a company's business activities. Upon completing the module, students are able to accurately describe a company's value chain, from the procurement of production factors (procurement management) over the actual production process with its complexity (production management) to the distribution (distribution management). These internal processes are presented completing the module, students are familiar with the foundations of balancing and requirements that need to be taken into account in this process.	3	5
4BM-AFJA4-40	Financial Management, Accounting Policy and Balance Sheet Analysis	Apart from performance management, financial management can be considered as a second essential business unit. The module first illustrates the classification of financial management before imparting general foundations of this field. The module deals with various forms of capital procurement and appropriation as well as different statistical and dynamic methods of investment calculation for the support of strategic decisions. Different areas of fiscal law (tax types) directly interfere with business activities and influence both liquid funds and the company's profitability. The module includes theoretical foundations of selected tax types to raise awareness for the specific taxation issues of companies in the construction industry. Information is disclosed to external parties in the form of annual financial accounts that include balance sheets, profit and loss accounts as well as a status report. Like the overall accounting, annual financial accounts are subject to strict legal requirements. Balance sheet and accounting	4	6

		principles are legally sanctioned and take into account general provisions, recognition regulations, classification requirements and valuation principles that have to strictly followed in accounting.		
4BM-AOPF5-50	Organization, HR Management and Leadership	Organization, HR management and leadership are essential sub-systems of the management system. The module familiarizes students with the theoretical foundations as well as methods and instruments of a business organization. Furthermore, it imparts knowledge of subject-related leadership with all its characteristics. Object-related leadership takes into account the management of internal control structures and procedures in place.	5	6
4BM-AMCO6-60	Corporate Management and Controlling	Management implies the planning, control and monitoring of business operations. It includes all levels of the vertical and horizontal corporate structure. Depending on the corporate level, focus is laid on the strategic, tactical or operative planning, control and monitoring. The target and result-oriented management of the company is assisted by controlling, which provides support on the corporate, sectoral or functional level. Upon completing the module, students will have gained fundamental knowledge of controlling tasks, structures, conceptions and instruments. They are able to practically apply different controlling instruments to support the strategic and operative planning and monitoring. Students participate in a business simulation thus being capable of recognizing and internalizing the importance of interlinked and system-related thinking. Furthermore, they develop their social competence (in particular communication skills, capacity for teamwork, conflict and critical ability).	6	5
Compulsory modules: Building Operations Management				
4BM-SBBG1-10	Construction Process, Foundations of Construction Engineering	The construction process, a specific and complex system, involves a variety of legal, economic and technical factors. The module provides an overview of this complexity. The builders/clients, initiators of the construction process and subsequent contractants of the construction company/contractor, is considered in their manifestations. They have to deal with diverse complex tasks that include the plot, its development, architectural and engineering services, public building law, call for tender, contracting, execution of construction works, private building law, interim and final construction financing and administration. Construction engineering can be regarded as a construction-related business specialization. Students are familiarized with the fundamentals of this business area. The module also establishes a connection between general and specific business administration and points out the structure of construction engineering in view of the contents of the following modules.	1	5

4BM-SBBA2-20	Construction Contract, Cost, Performance and Result Accounting	The construction contract outlines the direct connection between technical processes and their economic effects. The module imparts the technical understanding that is necessary to answer upcoming business-related questions triggered by technical processes. Moreover, students are familiarized with two important areas of construction management cost, performance and result accounting - construction operations accounting and construction contract accounting. Construction operating accounting is the central documentation and information medium of construction management cost, performance and result accounting, while construction contract accounting serves to determine the costs and prices of construction contracts. In order to meet the demands placed on it, construction operating accounting must present a systematic approach that matches the diverse tasks to be solved. A clear structuring of construction operating accounting into cost, performance and result accounting is thus the essential feature of this information medium. In the construction industry, construction contract accounting is to be seen as an accompanying process of construction implementation. Full cost accounting should be preferred, although partial cost accounting may also be used in individual cases. In this module, students are also familiarized with the contents of construction management. Procurement is increasingly included in the calculation of costs within the context of the quotation calculation. Thus, the module also imparts main features of procurement.	2	4
4BM-SBBS3-30	Construction Site and Work Organization, Budgeting	Students gain knowledge of construction organization and work preparation. Complex construction projects, mobile production sites and weather-related influences require specific work preparation in terms of construction site equipment and the organization of work processes. Legal standards concerning structural physics are binding during the implementation of the construction project. Respective knowledge is essential for construction cost accountants as well. Based on preceding modules, this module deals with the planning process that follows the award of contract. Order calculation and contract estimates form the basis of a successful order acquisition in the course of the submission. They also form the base for an economically successful order. Apart from merely structural and legal matters, the module also deals with the complex issues of construction site and work organization and imparts knowledge of economic requirements as well as the implementation of budgeting.	3	5
4BM-SBBA4-40	Execution of Construction Work, Control Calculation	The module imparts knowledge of construction site management and quality assurance. The execution of construction works imposes high demands on all parties involved. This is due to the fact that, in consideration of possible disturbing factors, the set objectives – costs, quality, time – have to be met. Increasingly complex business processes make it reasonable to transfer these	4	6

		processes, in view of possible optimizations, into a closed system – the quality management system. Control calculation during the execution of the construction work and upon its completion assure that the set objectives are achieved. Apart from explanations about control calculations, students are familiarized with requirements concerning reporting systems as well as construction site controlling as a management support system in the performance process.		
4BM-SBBN5-50	Construction Invoicing and Follow-up Management, Specific Issues of the Construction Sector	Students are familiarized with specific issues of the construction sector regarding follow-up management, profit and loss account, plan calculation, benchmarking, taxation and insurances in construction companies. The follow-up management is regarded in its legal and constructional dimension. Tax law included special constructional provisions so that a repeated dealing with this topic appears to be reasonable. In addition, there are tax-related peculiarities concerning the consortiums. Risk prevention in construction companies constitutes a further field that affects costs, liquidity and securities. HR management in the construction sector exhibits unique features that result from the specifics of the constructional performance process (production dependent on weather, problem of bad weather conditions, reduced working hours in winter, etc.)	5	5
4BM-SBBM6-60	Building Operations Management	Students are familiarized with financing in its different functions. This includes corporate financing in its original function of capital procurement and property financing, based on the awareness that building investments usually involve financing. Both forms require thorough technical and economic analyses by the creditor. Moreover, financing cannot only be regarded in terms of conditions. The effects caused by the corresponding financial model must also be considered. The information asymmetry of the financing business leads to security requirements on the part of the investor that have to be ensured through an effective security management. Students learn that corporate financing secures the company's financial and liquidity position – an essential constraint of the economic target. Thus, the module also includes the area of financial accounting as a management support system for the provision of sufficient capital and corresponding liquidity. Due to the characteristic contract production in the construction sector, traditional marketing approaches are only partially applicable. Thus, it is usually not sales marketing that is used in the construction industry but rather acquisition marketing, which requires different marketing instruments. Like the module on General Business Administration, this module also includes corresponding marketing contents.	6	6
Compulsory modules: Law				
4BM-RZBR1-12	Introduction to Public Building Law, General		1 and 2	5

	Civil Law, Public Building Law - Building Regulations Law	The module provides an introduction to the foundations and general theories of civil law and juridical working methods. On the basis of case studies, students are familiarized with legal forms of private autonomy (declaration of will, legal transaction, contracts) as well as types and contents of obligatory relations and rules regarding the infringement of contractual obligations. Based on basic knowledge of construction planning law, students look at concrete examples to become familiar with construction projects in the interplay between urban development requirements and building code regulations, which is important for their future work in the construction business. This includes current findings that are relevant for urban redevelopment against the background of demographic change. Students learn how to recognize the construction task and its integration in public interests. In this regard, it is important to consider legal and urban development aspects but also economic issues.		
4BM-RHBR3-30	Property Law, Law of Obligation, German Commercial Code, Public Building Law - Regional Development	Based on case reviews, students are familiarized with types and contents of obligations and rules regarding the infringement of contractual obligations. Furthermore, students get to know fundamental principles of property law. Moreover, they acquire knowledge of the special private law for merchants and their auxiliaries. This includes rules regarding the company, the trade register and commercial transactions. The module also provides an overview of possible legal forms of companies. They are enabled to know fundamental differences between business partnerships and corporations in terms of establishment, management, representation and liability. Students learn how to recognize the construction task and its integration in public interests. In this regard, it is important to consider legal and urban development aspects but also economic issues. While urban development planning covers the municipal sector, regional planning includes the regional level (states). Spatial quality and the classification of locations and axes are essential contents of this area.	3	5
4BM-RABR4-40	Labor Law, Private Building Law	The module imparts knowledge of labor law. Students are familiarized with the legal conditions for establishing, implementing or terminating an employment relationship. Particularities of employment relationships in the construction sector are taken into account. Private building law provides the legal framework for the collaboration of the contracting parties of a construction project. Apart from the German Civil Code that takes effect in building projects, the construction sector has its own set of rules – the German Construction Tendering and Contract Regulations. Both legal options include advantages and disadvantages for the parties involved. Students are given an insight into essential contents of both options.	4	5

Compulsory modules: Macroeconomics					
4BM-VWMI1-12	Micoeconomics	The module aims to familiarize students with contents and tasks of macroeconomics, macroeconomic concepts and categories as well as economic systems and orders. Moreover, students get to know elementary microeconomic contents. Focus is laid on pricing in dependence on supply and demand on the goods markets. Connections between the demand for goods, supply of goods and prices of goods are of crucial importance for entrepreneurial decisions, e.g. in the context of marketing concepts.	1 and 2	5	
4BM-VWMA2-45	Macroeconomics	The module aims to familiarize students with the foundations of circular flow, contents and propositions of national accounts, functional dependencies and equilibrium processes on the macroeconomic goods, money, capital and labor markets. Furthermore, the module offers elementary macroeconomic insights. The focus is on fundamental relations of national accounting in an open and closed economy, balance of payments, the saving, investment and consumption function, the IS, LM and IS-LM models and the interaction of economic submarkets as well as foundations, contents and impacts of financial policy.	4 and 5	6	
Compulsory modules: Mathematics and Applied Informatics					
4BM-MIGL1-10	Foundations	The module aims to familiarize students with the basic mathematical principles and procedures and introduce possible computer-aided support and its application in business practice. Furthermore, the module imparts foundations regarding the use of modern information and communication technologies in scientific work. The introduction includes the systematization and structuring of financial calculation questions as well as tools for their quantitative examination, which is continued and consolidated in the following modules.	1	5	
4BM-MIFT2-20	Financial Mathematics, Spreadsheet Calculations	The module focuses on the analytical processing of standard applications in business practice. Students are to evaluate the mathematical models developed in this context in terms of their relevance for their practice company and options available there for computer-aided support. The module takes the form of a seminar and imparts skills and knowledge of using standard software for spreadsheet calculations and data retention in database management systems. The module aims to enable students to gain methodical competence in the reproduction of real business problems using available standard software functions.	2	5	
4BM-MIAW3-30	Special Applications	This series of lectures considers statistical parameters and the practical application of statistical evaluation methods. The content of the curriculum is compiled in a problem-oriented way using instructive practical examples. Complex problems in the optimization of economic and logistical processes are solved with the aid of computers. The understanding of mathematical methods is facilitated by the use of geometrical illustrations. Business informatics skills in relation to the	3	5	

		management of databases are consolidated and extended so that students are able to develop own database applications. Instructions in website design take account of the increasing importance of the Internet as a communication and information medium. This includes the planning of an online presence and its technical implementation. Selected topics from the field of e-commerce illustrate the interplay of database and internet applications.		
Compulsory modules: English and Management Training				
4BM-WEGM1-10	Business English 1, Foundations of Management Training	In Business English part 1, students acquire the necessary foundations. The module also imparts psychological foundations for the description, change and prediction of behavior and experience in organizations. Focus is laid on learning theories, psychology of perception, motivation models and personality theories. Furthermore, the model covers foundations of scientific work.	1	4
4BM-WESM2-20	Business English 2, Personal Management	In Business English 2, students acquire or review basic English grammar skills. Gained theoretical knowledge of personal management techniques is consolidated in the form of practical exercises.	2	4
4BM-WEGP3-30	Commercial Correspondence, Group Processes	Students are familiarized with the main features of commercial correspondence in order processing. Central contents include the human behavior and experience in groups, group processes and their impact on the group's performance. In this regard, special emphasis is put on teamwork.	3	4
4BM-WEKO4-40	Selected Business Topics, Communication	Students are familiarized with further selected business topics in English. Moreover, the module deals with foundations of interhuman communication.	4	4
4BM-WEFÜ5-50	Technical Terminology, Leadership	The module aims to familiarize students with the terminology of the construction industry and finances. Moreover, most relevant current leadership concepts are imparted. In this regard, leadership is regarded as intentional social influence to increase employees' contribution to added value. Special focus is laid on leadership instruments to increase employee motivation.	5	4
4BM-WEKF6-60	Legal Terminology, Conflict Management	Students are enabled to master comprehensive technical texts and presentations. Furthermore, the module imparts a psychological understanding when dealing with intraindividual and social conflicts. Students also learn methods and techniques that have proven to be effective in real conflict situations. Special focus is laid on the method of transactional analysis, which is acquired and practiced by the students.	6	4

Compulsory elective modules					
4BM-SWMK5-50	Customer Acquisition and Customer Care	The module aims to familiarize students with customer acquisition and customer care. Focus is laid on marketing in its manifestation as acquisition marketing for the construction sector as well as questions of customer care in the context of Customer Relationship Management (CRM) and Key Account Management (KAM).	5	6	
4BM-SWMA5-50	Special Forms of Order Processing	Order processing in the construction sector can take different organizational forms. Most important forms include work groups, project management and public-private partnerships. The module familiarizes students with the peculiarities of these special forms of order processing. They are enabled to evaluate advantages and disadvantages of these forms and make qualified decisions with regard to their implementation.	5	6	
4BM-SWMM6-60	Selected Management Instruments	From a global perspective, the economic development is showing a variety of new aspects, which cannot be solved with conventional means. New approaches are needed that are capable of satisfying the increased demands on the management of modern, globally active companies. Students are imparted basic knowledge of these new approaches. The Balanced Scorecard, as a comparatively modern management instrument, pursues the goal of supporting management tasks by means of a holistic concept oriented towards the corporate strategy. Cost management is understood as a further development of static, past-related cost accounting. With its interesting approaches it can also offer solutions for specific problems in the modern construction industry. The conversion of external accounting to international accounting standards is not only important for globally operating companies, but is also becoming increasingly popular with companies that only operate on the German market.	6	6	
4MW-SWMI6-60	Real Estate Management	The construction and real estate industries are very closely linked. The overlapping of the teaching content of the two economic sectors makes it reasonable to establish a direct link within the framework of a compulsory elective module. The fundamentals of the real estate and housing industry are based on comparable fundamentals of the construction industry. The remarks on this sub-area are based on a consideration of ideas that are already known in rudimentary form, but which must be viewed here from a different angle - the perspective of the client. The real estate and housing industry essentially serve to provide residential and commercial space. While the real estate industry focuses on the exploitation aspect, the housing industry concentrates on the management of residential property. The holistic view of the property from a building-related and asset management perspective is the core topic of facility management. The property is considered here throughout its entire life cycle. Planning and execution, which up to now have been decisive processes in real estate investment, are	6	6	

		supplemented in facility management by technical and economic property management. This is based on the realization that planning and execution only account for 20 percent of the costs of a property over its life cycle. The need for market value assessments always arises when the value of existing building fabric can be determined. Since valuations are required in many different ways (financing, expropriation, insurance, land acquisition, inheritance/gift), the module aims to teach students the basics of market value assessment.		
4BM-SWMV6-60	Public Procurement Law	Public procurement law refers to the entirety of the standards that a public administration body must observe when procuring material resources and services needed to fulfil administrative tasks. The award of public contracts is not only of enormous economic importance, but increasingly requires detailed legal knowledge. As a result of European legal requirements, special regulations under public procurement law were created for the first time in the Federal Republic of Germany with Part Four (§§ 97 ff.) of the Act against Restraints of Competition (GWB) and the Public Procurement Regulation (VgV). The Construction Tendering and Contract Regulations (VOB), the Award and Contract Regulations for Professional Services (VOF) and the Award and Contract Regulations for Services (VOL) are the three main pillars within the award and contract regulations. One aim of this module is to emphasize the connections and distinctions between VOB/A, VOL/A and VOF. The public contracting authorities and, under certain circumstances, also private contracting authorities are obliged to comply with the provisions on the award procedure and - correspondingly - the possibility for bidders to intervene in an ongoing award procedure by way of primary legal protection. Errors in the procedure can lead to considerable delays of projects. Smaller procurements, which are subject to budgetary law or the regulations governing the award of contracts, also require a legally secure handling. In recent years, public procurement law has not only undergone a dogmatic further development, but has also been essentially shaped by the case law of the European Court of Justice, the Federal Court of Justice and - in particular - the public procurement senates at the respective Higher Regional Courts and the decisions of the Public Procurement Tribunals, especially with regard to the scope of application and exceptions. A further aim is therefore to convey the essential principles and regulations of public procurement law and their effects on the practice of awarding contracts in a concise and clear manner.	6	6
4BM-SWMB6-60	Building Information Modeling	Building Information Modeling (BIM) is fundamentally changing construction processes. The holistic concept for the digital planning, realization and management of construction projects over the entire life cycle is based on three-dimensional building models from which relevant information can be derived for all project participants. The application of this modern working	6	6

		methodology presents new challenges to project participants. In addition to learning cooperative work processes in interdisciplinary project teams, dealing with new software solutions is essential. Transparent communication is just as important as consistent data and information processing. The visualization of complex interrelationships through BIM allows possible risks of construction projects to be better identified and decisions to be made more easily. The elective module offers a comprehensive introduction to the BIM methodology. Students are taught basic skills for digital building design as well as model-based project processing with commercially available software solutions.		
4BM-OPRE-60	Operations Research	The elective module Operations Research (OR) provides students with in-depth knowledge in the field of mathematical optimization to solve economic problems. Upon completion of the module, students are able to represent operational issues in models and to solve them with suitable methods of OR. They acquire knowledge, skills and competencies in the following mathematical fields relevant to economics: network and network flow problems, linear optimization, integer optimization, dynamic optimization and nonlinear optimization. The module follows a problem-oriented approach and is based on instructive examples from practice. Module code M	6	6
4MW-WSPAN-56	Business Spanish	Upon completion of this module, students will be able to describe the colloquial and professional context and to communicate in routine situations involving the direct exchange of information on profession, training, the world of work, economic sectors and companies. The module focuses on conversation, listening comprehension, free translation and business correspondence skills. In addition, students gain further insight into the intercultural differences in international business life. They have an increased sensitivity for communicative characteristics and cultural differences.	5 and 6	12
Practical modules				
4BM-PRAM1-10	The Company	The students get to know their company during their first practical semester. The specialist and methodological competences in business administration and commercial law acquired in the first theory semester can be deepened and further developed through content-coordinated focal points and independent learning. The integration into the company enables the students to establish connections between the scientific explanations of the theoretical phases and the operational practice. Students are required to complete a project report using the methods of scientific work. Upon completion of the module, students will be familiar with the structural and process organization as well as the legal form, mission statement and target system of their company. They have an overview of the business areas and the service profile as well as the	1	6

		prerequisites and procedures for the provision of services. Their social competence is further developed through integration into the company processes.		
4BM-PRAM2-20	Performance Management	Students are familiarized with the contents, tasks and processes of service provision in the construction company. The special features of the construction industry performance process with regard to order-related unique production and its industry-specific influencing factors must be recognized in their scope. Students are introduced to the topic of accounting with the two accounting areas of internal and external accounting. They will also be taught the basics of purchasing. The required presentation in the oral examination at the end of the practical module contributes to the further development of the students' communicative, instrumental and systemic competence.	2	6
4BM-PRAM3-30	The Construction Site – Planning and Control	The module aims to familiarize students with the steps of the construction business performance process, from acquisition, calculation and work preparation to the determination of target values. An indispensable prerequisite for these tasks is the mastery of internal accounting. With regard to the construction cost, performance and result accounting, main focus is laid on construction contract accounting, which is important for the construction industry. In addition, students are able to carry out further tasks of external accounting - especially preparatory tasks for the annual financial statements - and to work together with external service providers (tax consultants, auditors, etc.). The practical module ensures the transfer of knowledge from the corresponding theory modules on corporate and operational accounting to operational practice, which is implemented by the students through a project report.	3	6
4BM-PRAM4-40	The Construction Site – Control, Accounting and Aftercare	The fourth practical phase aims to familiarize students with questions of order management and control. The execution requires the planning and setting up of the construction site as a production facility of the construction industry. After completing the work preparation, the execution can begin. A trouble-free process must be ensured, which guarantees the realization of the default values. In a further step, the actual values determined during execution are to be compared with the standard values in order to achieve the construction site objectives of cost, quality and time both during and after the order. The required presentation in the oral examination at the end of the practical module promotes not only the further development and consolidation of the above-mentioned professional skills, but also the communicative competence of the students. A stay abroad can be carried out to further develop their language skills.	4	6
4BM-PRAM5-50	Construction Management	In this practical semester, students are introduced to more advanced, sometimes more demanding tasks of corporate management. These include financing, project management tasks,	5	6

		personnel tasks, company accounts and controlling. Students expand their business management knowledge according to the chosen elective module. Upon completing the practical module, students are able to supervise business management tasks within the time budget and quality framework. One of the peculiarities of the construction industry is the follow-up management with its legal and business management features. Personnel development and personnel management are issues that are important in every company. Due to the order-related nature of the construction industry, marketing is more relevant as acquisition marketing. Adequate financial and liquidity resources are a basic requirement for achieving the company's performance target. The now globalized banking industry requires new forms of credit rating.		
4BM-BATH6-60	Bachelor Thesis	The goal of the bachelor thesis is to solve an industry-specific business problem within a given period of time by applying the acquired theoretical, methodical and practical expertise in a goal-and result-oriented way and to present this in a logically structured and comprehensible way in a scientific paper (bachelor thesis). The knowledge acquired in previous modules will be applied, deepened and extended depending on the chosen topic of the bachelor thesis. During a scientific colloquium, students present their problem, objectives and methodological approach to the bachelor thesis. The students present the result of their bachelor thesis as part of the defense before an examination board.	6	9