



# Curriculum & Syllabi Handbook MSc International Business Development (IBD)



[www.esb-business-school.de](http://www.esb-business-school.de)

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## 1. Qualification Profile

### Aims of the programme

The master's degree programme 'International Business Development' will impart competencies that enable graduates to work in internationally-operating companies and to help shape international business activities with the perspective of assuming management responsibility. To this end, students will acquire practical business and management skills as well as develop an international business mindset throughout the course of their studies.

The concept of the programme is to deepen the knowledge and competencies gained from a business bachelor's degree and to broaden and complement the content focus in the field of business development. In addition, all students will be able to demonstrate several months of international experience on completion of their studies.

The curriculum is internationally-oriented in terms of structure and content. Particular emphasis is placed on an in-depth understanding of the strategies, concepts and processes of companies in their activities within an international context.

### Degree awarded

Master of Science (MSc)

### Duration of studies

1.5 years/ 3 semesters, 90 credits (ECTS)

### Competency goals (CGs) according to AACSB

The overall competency goals and objectives of ESB degree programmes have evolved from the ESB Business School **mission** and are subject to continuous quality assurance processes.

*'Within an educational environment that is truly international, we develop leaders who shape global business practice and society responsibly.'*

Derived from this target, ESB Business School is committed to achieving distinct learning outcomes in individual programmes. The quality of teaching and learning is measured along these outcomes. The programme goals are rendered in English and follow the international quality standards of AACSB (Association to Advance Collegiate Schools of Business). On the basis of assessment results, curricular improvements may be deemed necessary and thus implemented to help improve learning and teaching within the degree programme and in line with the educational mission of ESB Business School.

The defined competency goals (and objectives) for all ESB programmes include:

- Language proficiency
- Intercultural competence
- Ethical behaviour
- Problem-solving competence
- Functional and methodological competence
- Digital skills in functional and/ or methodological context

**Table 1: Competency goals and objectives IBD**

LANGUAGE PROFICIENCY	INTER-CULTURAL COMPETENCE	ETHICAL BEHAVIOUR	PROBLEM-SOLVING COMPETENCE	FUNCTIONAL COMPETENCE	METHODOLOGICAL COMPETENCE
COMPETENCY GOAL 1	COMPETENCY GOAL 2	COMPETENCY GOAL 3	COMPETENCY GOAL 4	COMPETENCY GOAL 5	COMPETENCY GOAL 6 DIGITAL SKILLS
<b>IBD graduates</b> are proficient in at least one foreign language (admission requirement).	... are intercultur-ally compe-tent.	... are able to man-age complex, ethi-cal and legal issues expertly in their professional field and in wider, environmental con-texts.	... are skilled at solving complex problems in the domain of international business development.	...are able to identify problems and needs of users/customers, to generate business ideas and to elaborate business models by applying entrepreneurial principles, methods and (digital) tools.	...have the skills to apply advanced data analysis.
	... reflect upon the cul-tural context and its com-plexities when mak-ing decisions in a global business en-vironment.	... are reflexively aware of ethical and legal issues in their professional field. They are able to critically analyze these issues on the basis of normative theory or models. Furthermore, they are able to develop extensive, prudent and viable solu-tions that conform to ethical behav-iour in their profes-sional field and in wider, environmen-tal and social con-texts.	... analyse complex prob-lems and de-velop innova-tive and viable solutions in the domain of international business de-velopment		...have an understanding of advanced data analysis techniques.
	Measure embedded in module M2.2.2 Intercultural Management, assessed by way of IES online test	Measure embed-ded in module M1.6 Business Ethics and Sustain-ability Manage-ment, assessed by way of presenta-tion and written exam	Measure embedded in module M 4.2 Thesis, assessed by academic supervisor and non-bias reviewer	Measure embedded in module M1.3 Entrepreneurship, assessed by way of case study	Measure embedded in module M1.1.1 International Business Research, assessed by way of case study

### Qualification profile of graduates

IBD graduates will possess sound knowledge and broad-based competencies for establishing new areas of business activity in the international environment, as well as for developing and expanding existing business focus towards the international arena.

The qualification goals of the programme are in detail:

Company-oriented and structured thinking, the ability to analyse and master complex decision-making scenarios, the ability to structure and manage market development projects and to analyse and control functional units as well as skilled professional interaction with employees and customers at an international level.

Typical occupational fields are:

- Setting up new business activities, especially with an international outreach
- Marketing and sales in an international environment
- Management and financing of international business activities and functional units
- Management in an intercultural environment

Graduates of the degree programme are equally qualified in these occupational fields for work in industry, in the service sector or in consultancy, both in regular and self-employment.

The goals of the programme are in detail:

- Corporate orientation
- Structured thinking
- An ability to analyze and control complex decision scenarios
- Structuring and management of international projects
- Analysis and control of functional units

Professional fields:

- Business development
- Marketing
- Product management
- Strategic management
- Entrepreneurship
- International sales
- Innovation management
- International procurement

## 2. Study Structure

For students with study programme-related international experience	
<b>1 + 2</b>	Lectures, seminars and workshops in German and English
<b>3</b>	Master's thesis usually in cooperation with a company

For students without course-related international experience	
<b>1 + 2</b>	Lectures, seminars and workshops in German and English
<b>3</b>	International internship semester or semester abroad, also possible for students with study-related experience abroad.
<b>4</b>	Master's thesis usually in cooperation with a company



### 3. Overview: Modules and Courses

Module	Modules and courses	Credits (ECTS) in Semester				SWS/ Workload						
		1.	2.	3.	4.	SWS/ h per week	Self study	Total workload (hrs)	Type of course	Language	Assessment	Weight of grade
<b>M1.1</b>	<b>Data Analytics &amp; Business Research</b>	<b>6</b>				<b>6</b>	<b>90</b>	<b>180</b>			<b>PA</b>	<b>6/90</b>
	Data Analytics	4				4	60	120	Seminar	German		
	Business Research	2				2	30	60	Seminar	Engl.		
<b>M1.2</b>	<b>International Marketing Cases</b>	<b>4</b>				<b>4</b>	<b>90</b>	<b>150</b>	<b>Seminar</b>	<b>German</b>	<b>CA</b>	<b>5/90</b>
<b>M1.3</b>	<b>Entrepreneurship</b>	<b>4</b>				<b>4</b>	<b>90</b>	<b>150</b>	<b>Seminar</b>	<b>English</b>	<b>PA</b>	<b>6/90</b>
<b>M1.4</b>	<b>Electives Controlling, Finance, Accounting (1 out of 3)</b>	<b>4</b>				<b>4</b>	<b>60</b>	<b>120</b>				<b>4/90</b>
M1.4.A	International Controlling	4				4	60	120	Lecture/ Seminar	German	CA	4/90
M1.4.B	International Finance	4				4	60	120	Lecture- Seminar	Engl.	RE/ KL (1h)	4/90
M1.4.C	International Accounting	4				4	60	120	Lecture	German	KL (2h)	4/90
<b>M1.5</b>	<b>Strategy &amp; Business Models</b>	<b>2</b>				<b>2</b>	<b>60</b>	<b>120</b>	<b>Lecture</b>	<b>English</b>	<b>PA</b>	<b>2/90</b>
<b>M1.6</b>	<b>Business Ethics &amp; Sustainability Management</b>	<b>5</b>				<b>4</b>	<b>90</b>	<b>150</b>	<b>Seminar</b>	<b>Engl.</b>	<b>RE/ KL (1)</b>	<b>5/90</b>
<b>M1.7</b>	<b>Elective Business Language I (1 out of 5)</b>	<b>2</b>				<b>2</b>	<b>30</b>	<b>60</b>			<b>CA</b>	<b>2/90</b>
M1.7.A	Business English I	2				2						2/90
M1.7.B	Business French I	2				2						2/90
M1.7.C	Business Spanish I	2				2						2/90
M1.7.D	Business Chinese I	2				2						2/90
M1.7.E	Business German I	2				2						2/90
	<b>Sum 1<sup>st</sup> semester</b>	<b>30</b>				<b>26</b>		<b>900</b>				<b>30/90</b>
<b>M2.1</b>	<b>Market Research and Consulting Projects</b>		<b>7</b>			<b>4</b>	<b>120</b>	<b>180</b>		<b>German</b>	<b>CA</b>	<b>7/90</b>
<b>M2.2</b>	<b>Transformation Management &amp; Management Workshops</b>		<b>4</b>			<b>4</b>	<b>90</b>	<b>180</b>			<b>PA / KL (2)</b>	<b>4/90</b>
M2.2.A	Transformation Management		2			2				German	KL (2)	2/90
M2.2.B	Management Workshops		2			2				Engl./ German	PA	2/90
<b>M2.3</b>	<b>Digital Marketing</b>		<b>5</b>			<b>4</b>	<b>90</b>	<b>150</b>	<b>Seminar</b>	<b>Engl.</b>	<b>CA</b>	<b>5/90</b>
<b>M2.4</b>	<b>Elective International Management*</b>		<b>5</b>			<b>8</b>	<b>180</b>	<b>300</b>				<b>5/90</b>
M2.4.A	Futures Thinking		5			4	90	150	Seminar	Engl.	CA	5/90
M2.4.B	Teamwork in Organizations		5			4	90	150	Seminar	Engl.	CA	5/90
M2.4.C	Sustainability Dynamics		5			4	90	150	Seminar	Engl.	CA	5/90
<b>M2.5</b>	<b>International Sales &amp; Innovation Management</b>		<b>7</b>			<b>6</b>	<b>90</b>	<b>180</b>			<b>PA</b>	<b>7/90</b>
	International Sales		4			4				German		
	Innovation Management		3			2				Engl.		



Module	Modules and courses	Credits (ECTS) in Semester				SWS/ Workload						
		1.	2.	3.	4.	SWS/ h per week	Self study	Total workload (hrs)	Type of course	Lan- guage	Assessment	Weight of grade
<b>M2.6</b>	<b>Elective Business Language II (1 out of 5)</b>		<b>2</b>			<b>2</b>	<b>30</b>	<b>60</b>			<b>CA</b>	<b>2/90</b>
M2.6.A	Business English II		2			2						2/90
M2.6.B	Business French II		2			2						2/90
M2.6.C	Business Spanish II		2			2						2/90
M2.6.D	Business Chinese II		2			2						2/90
M2.6.E	Business German II		2			2						2/90
	<b>SUM 2<sup>nd</sup> semester</b>		<b>30</b>			<b>26</b>		<b>900</b>				<b>30/90</b>
<b>M3.A</b>	<b>International Study Semester</b>			<b>30</b>			<b>900</b>	<b>900</b>			<b>Gem. intl. HS</b>	<b>30/90</b>
<b>M3.B</b>	<b>International Internship (compulsory for some, see StuPro)</b>			<b>30</b>		<b>2</b>	<b>870</b>	<b>900</b>				<b>30/90</b>
M3.1.B	Internship			28						depend- ing on country/ com- pany	PR	
M3.2.B	Internship Colloquium			2		2		30	Kolloqu.	Engl.		
<b>M3.C</b>	<b>Voluntary Internship</b>			<b>30</b>		<b>2</b>	<b>870</b>	<b>900</b>				<b>30/90</b>
M3.1.C	Internship			28						depend- ing on country/ com- pany	PR	
M3.2.C	Internship Colloquium			2		2		30	Kolloqu.	Engl.		
	<b>SUM (additional 3<sup>rd</sup> semester)</b>			<b>30</b>		<b>0 / 2</b>	<b>870 / 900</b>	<b>900</b>				<b>30/90</b>
<b>M4.</b>	<b>Master Thesis</b>			<b>30</b>	<b>(30)</b>		<b>750</b>	<b>750</b>	.	Engl./ Ger- man	<b>MT</b>	<b>30/90</b>
	<b>SUM Final (3<sup>rd</sup> or 4<sup>th</sup> Semester)</b>			<b>30</b>	<b>(30)</b>	<b>4</b>	<b>900</b>	<b>900</b>				<b>30/90</b>
	Summe	30	30	30	(30)			2700 (3600)				

### Abbreviations

CA	Continuous Assessment
KL	Written exam (hrs.)
MT	Master Thesis
PA	Project work
PR	Internship
RE	Presentation

\* Elective International Management: Choose 1 elective. Electives offered may vary each semester.

## 4. Modules and Courses

Please find below the descriptions of the modules and individual courses valid for the respective semester.

For examinations/ types of assessments, see overview table.

### M1.1 Data Analytics & Business Research

Module	M1.1
Semester	1. Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M1.1.1 Data Analytics M1.1.2 Business Research
How frequently is the module offered	1x per semester
Admission requirements	None
Academic level	Master
Transferability of the module	Eligible for foreign students with adequate command of English and German language. Eligibility for other study programmes possible after prior consent of respective lecturer and availability.
Module coordinator/responsible professor	Prof. Dr. Yvonne Graf <a href="mailto:Yvonne.Graf@Reutlingen-University.DE">Yvonne.Graf@Reutlingen-University.DE</a>
Credits (ECTS)	6 ECTS
Examination / type of assessment	Project work
Weighting of grade	6/90

#### M1.1.1 Data Analytics

Module	M1.1.1
Type of module	Compulsory
Name(s) of lecturer(s)	Prof. Dr. Yvonne Graf <a href="mailto:Yvonne.Graf@Reutlingen-University.DE">Yvonne.Graf@Reutlingen-University.DE</a>
Language of instruction	German
Credits (ECTS)	4 ECTS

<b>Total workload</b>	120 h (60 h attendance, 60 h self-study)
<b>Contact hours</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>○ Students will be able to apply multivariate methods in order to conduct studies and respective analyses themselves.</li> <li>○ Students will be equipped with the ability to communicate data-driven insights to stakeholders, also via data visualization tools, and make strategic recommendations based on their analyses.</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>○ Students will gain proficiency in using software tools for conducting data analyses.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>○ Students will learn to work collaboratively in teams and effectively communicate their findings to diverse audiences.</li> <li>○ The course will emphasize the importance of translating data-driven insights into actionable recommendations for policy-makers and other stakeholders.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>○ The course will cultivate critical thinking skills, such as the ability to identify biases and patterns in data.</li> <li>○ Students will develop confidence in their ability to analyze data and make data-driven decisions.</li> <li>○ Through real-world case studies and hands-on data analysis exercises, students will hone their problem-solving skills and develop a deeper understanding of how data analytics can be used to create value in various professional settings.</li> </ul> </li> </ul>
<b>Learning outcomes</b>	4 hours per week (SWS)
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 4:</b> Students will acquire the skills to identify and analyze complex business problems. This involves a deep understanding of various multivariate analysis methods and the ability to determine which ones are most appropriate for answering specific research questions. Additionally, students will learn how to prepare data for a specific multivariate method. Furthermore, they will be able to visualize data with corresponding tools.</p> <p><b>CG 6:</b> To evaluate students' data analysis competencies, an empirical research project will be assigned to small groups. It will require students to work collaboratively to analyze data and draw meaningful conclusions from their findings.</p>

<b>Content/ indicative syllabus</b>	<ul style="list-style-type: none"> <li>• Relevance of data and basics of data analyses</li> <li>• Introduction to software tool</li> <li>• Descriptive statistics (basics &amp; correlation measures)</li> <li>• Inductive statistics (basics &amp; multivariate analyses)</li> <li>• Statistics, big data, and AI</li> </ul>
<b>Teaching and learning methodology</b>	<p>A mixture of learning methods is applied:</p> <ul style="list-style-type: none"> <li>• Interactive teaching with discussions</li> <li>• Project work in small groups with written reporting</li> <li>• Individual work on project tasks and data files</li> </ul>
<b>Miscellaneous</b>	Guest lecture/workshop if applicable
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Backhaus, K., Erichson, B., Gensler, S., Weiber, R., &amp; Weiber, T. (2021). <i>Multivariate Analysemethoden: Eine anwendungsorientierte Einführung</i> (16th ed.). Springer Gabler.</li> <li>• Field, A. (2017). <i>Discovering Statistics Using IBM SPSS Statistics</i> (5<sup>th</sup> edition). SAGE Publications.</li> <li>• Kreis, H., Wildner, R., &amp; Kuß, A. (2021). <i>Marktforschung: Grundlagen der Datenerhebung und Datenanalyse</i> (7th edition). Springer Gabler.</li> </ul>

### M1.1.2 Business Research

<b>Module</b>	M1.1.2
<b>Type of module</b>	Compulsory
<b>Name(s) of lecturer(s)</b>	Prof. Dr. Yvonne Graf <a href="mailto:Yvonne.Graf@Reutlingen-University.DE">Yvonne.Graf@Reutlingen-University.DE</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>○ The course will provide students with the knowledge and skills necessary to conduct rigorous business research, both in academia and in practice.</li> <li>○ Students will learn to design research studies and formulate research questions.</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>○ Students will gain proficiency in conducting literature searches, assessing the quality and relevance of sources, and</li> </ul> </li> </ul>

	<p>critically synthesizing existing knowledge to inform their research questions.</p> <ul style="list-style-type: none"> <li>○ The course will provide students with a thorough understanding of the various primary and secondary data collection methods available for business research.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Social competencies:</b> <ul style="list-style-type: none"> <li>○ The course will promote collaboration and teamwork among students.</li> <li>○ Students will gain an understanding of the social and ethical implications of business research, and learn how to incorporate stakeholder perspectives in the research process.</li> </ul> </li> <li>● <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>○ Students will learn to identify and evaluate research questions and hypotheses in business contexts and gain confidence in their ability to design and conduct research studies.</li> <li>○ The course will encourage students to reflect on their own ethical and professional values, and develop a sense of responsibility towards the wider community in conducting research.</li> </ul> </li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG3:</b> Students will develop a comprehensive understanding of the ethical issues that are commonly associated with research practices and know how to apply ethical principles to conduct their own research.</p> <p><b>CG4:</b> Students will gain skills and knowledge required to develop and frame research questions in a way that is both clear and concise, and will be able to identify the appropriate data needed to effectively answer these questions.</p>
<b>Content/ indicative syllabus</b>	<ul style="list-style-type: none"> <li>● Basics of science and research</li> <li>● Research questions</li> <li>● Searching and working with literature</li> <li>● Primary and secondary data collection</li> <li>● Content and structural requirements</li> <li>● Research ethics</li> </ul>
<b>Teaching and learning methodology</b>	<p>A mixture of learning methods is applied:</p> <ul style="list-style-type: none"> <li>● Interactive teaching with discussions</li> <li>● Project work in small groups with presentations and written reporting</li> </ul>
<b>Miscellaneous</b>	<p>Guest lecture/workshop if applicable</p>
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>● Baur, N., &amp; Blasius, J. (2022). <i>Handbuch Methoden der empirischen Sozialforschung</i> (3rd ed.). Springer VS.</li> <li>● Saunders, M. N. K., Lewis, P., &amp; Thornhill, A. (2019). <i>Research Methods for Business Students</i> (8<sup>th</sup> edition). Pearson Education.</li> </ul>

	<ul style="list-style-type: none"> <li>Homburg, C. (2020). <i>Marketingmanagement: Strategie - Instrumente - Umsetzung - Unternehmensführung</i> (7th ed.). Springer Gabler.</li> <li>Kreis, H., Wildner, R., &amp; Kuß, A. (2021). <i>Marktforschung: Grundlagen der Datenerhebung und Datenanalyse</i> (7th edition). Springer Gabler.</li> </ul>
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## M1.2 International Marketing Cases

Module	M1.2
Semester	1
Duration of module	1 semester
Type of module	Compulsory
How frequently is the module offered	Once per semester
Admission requirements	Marketing knowledge from a business-oriented undergraduate degree
Level	Master
Module coordinator/ responsible professor	Prof. Dr. Gerd Nufer Building 17, room 017, Tel.: 07121 271 6011 <a href="mailto:gerd.nufer@reutlingen-university.de">gerd.nufer@reutlingen-university.de</a>
Name of lecturer	Prof. Dr. Gerd Nufer Building 17, room 017, Tel.: 07121 271 6011 <a href="mailto:gerd.nufer@reutlingen-university.de">gerd.nufer@reutlingen-university.de</a>
Language of instruction	German
Credits (ECTS)	5 ECTS
Total workload	150 h (60 h attendance, 90 h self-study)
Contact hours	4 SWS
Examination / type of assessment	Continuous Assessment (project work with final presentation, in-class contribution)
Weighting of grade within programme	5/90
Learning outcomes	<p>The aim of the course is the acquisition of reinforced knowledge concerning theories and tools for marketing and the prevailing market mechanisms. Participants learn to think and act in an international market-oriented way, geared towards market development. They learn to devise a marketing strategy and to implement it using advanced decision-oriented methods and tools. The work on practical case studies enables the application and intensification of the theoretical marketing knowledge acquired.</p> <ul style="list-style-type: none"> <li><b>Subject-specific competencies:</b> The objective is to be able to qualify for the assumption of professional responsibility in national or international management or marketing both in mid-sized and large-scale companies. Students</li> </ul>

	<p>learn market-focused thinking and reactions and have the capacity to develop markets on a global scale. They learn to create/devise a marketing strategy and to implement it by using marketing tools.</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> The students are capable of establishing correlations and cross-links between individual international marketing tools and to classify these within the overall context of market-oriented corporate management.</li> <li>• <b>Social skills, key competencies:</b> Within the scope of dealing with and working on case studies in groups, the students develop and enhance their social skills and advance their personal skills. They acquire problem-solving and decision-making capabilities for self-management and autonomy, alongside the ability to work in a team.</li> <li>• <b>Personal competencies:</b> Students recognize the importance and necessity of marketing are capable of classifying these in the overall framework of business administration and of dealing with the resulting questions in a professional manner. They become competent dialogue partners to specialists in national and international marketing and are capable of professional communication with marketing managers and officers and of developing solutions for marketing issues or problems.</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 2 - 6)</b>	<p><b>CG 4:</b> Students show understanding of complex problem structures; apply appropriate methods/tools/instruments for complex problems in a technically correct manner and develop relevant and viable solutions.</p> <p><b>CG 5:</b> Teamwork and project management competencies are trained by working on and solving practical case studies.</p>
<b>Content/ indicative syllabus</b>	<p>The theoretical content of the course and the practical case studies to be worked on vary from semester to semester, e.g.:</p> <ul style="list-style-type: none"> <li>• Customer Relationship Marketing</li> <li>• Tips for working on case studies</li> <li>• International Marketing Communication</li> <li>• Guerrilla Marketing</li> <li>• Various selected case studies</li> <li>• Specialised topics from research and practice</li> </ul>
<b>Teaching and learning methodology</b>	<p>Different teaching and learning methodologies are used, which alternate and thus appeal to different types of learners:</p> <ul style="list-style-type: none"> <li>• Interactive seminar-style teaching with discussions</li> <li>• Case study work in small groups with presentation of results and discussion</li> <li>• Practical examples, test questions, exercises</li> </ul>
<b>Miscellaneous</b>	Guest lecture/workshop if applicable
<b>Indicative reading list</b>	<p><b>Required reading:</b></p> <ul style="list-style-type: none"> <li>• Berndt, Ralph / Fantapié Altobelli, Claudia / Sander, Matthias: Internationales Marketing-Management, 6. Aufl., Berlin 2020</li> </ul>



	<ul style="list-style-type: none"> <li>Sander, Matthias: Marketing-Management. Märkte, Marktforschung und Marktbearbeitung, 4. Aufl., Stuttgart 2023</li> </ul> <p><b>Additional recommended reading:</b></p> <ul style="list-style-type: none"> <li>Bühler, André / Nufer, Gerd (Hrsg.): Nachhaltigkeitsmanagement in Sport und Kultur. Grundlagen – Anwendungen – Praxisbeispiele, Berlin 2023</li> <li>Nufer, Gerd: Ambush Marketing im Sport. Grundlagen – Best Practice – Evaluation, 2. Aufl., Berlin 2018</li> </ul>
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## M1.3 Entrepreneurship

<b>Module</b>	M1.3
<b>Type of module</b>	Compulsory
<b>Lecturers name</b>	Prof. Dr. Maud Helene Schmiedeknecht Geb. 17, Raum 130, Tel.: 07121 271 3081 <a href="mailto:Maud.Schmiedeknecht@reutlingen-university.de">Maud.Schmiedeknecht@reutlingen-university.de</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	5 ECTS
<b>Total workload</b>	150 h (60 h attendance, 90 h self-study)
<b>Contact hours</b>	4 hours per week
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li><b>Professional competencies:</b> Learn about entrepreneurial thinking and acting; understand (digital) business models and innovation, get to know agile innovation management approaches, etc.; business design</li> <li><b>Methodological competencies:</b> Start-up methods such as design-thinking, lean start-up development, customer-centralized development, problem-solving and decision-making competencies, lean prototyping, project agility, early customer- and market centric validation of hypothesis</li> <li><b>Social competencies:</b> New forms of cooperation (working in start-up mode, working in sprints), training of team and communication skills when developing a business idea</li> <li><b>Personal competencies:</b> Innovation management and entrepreneurship competencies, entrepreneurial mindset and creative competencies for the development of (new) solutions to problem</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<b>CG 3:</b> Students reflect upon the social responsibility of business development projects. They learn the concept of social entrepreneurship. Their business models are challenged respective of economic, ecological and social dimensions.

	<p><b>CG 4:</b> Students generate business ideas in teams. By presenting their ideas in a pitch-event they learn to convince the audience of how their product or service solves a specific problem.</p> <p><b>CG 5:</b> Students elaborate one business model for their own idea to enhance entrepreneurial skills. Furthermore, they validate the most critical hypotheses of their business model.</p>
<b>Content/ Indicative syllabus</b>	<ul style="list-style-type: none"> <li>• Introduction: Ecosystems &amp; innovation programmes, entrepreneurial mindset and skills, methods &amp; tools</li> <li>• Design Thinking Workshop</li> <li>• Business Model (Innovation)</li> <li>• Business Design Process (Discover, Design, Validate)</li> <li>• Pitch</li> </ul>
<b>Teaching and learning methods</b>	Lectures, discussions, workshops, literature studies, group work, real-life project with interviews, customer interactions and presentations
<b>Weight of grade within programme</b>	6/90
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Blank &amp; Dorf (2012): The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company. K &amp; S Ranch.</li> <li>• Gassmann, Frankenberger &amp; Csik (2014): The Business Model Navigator: 55 Models That Will Revolutionise Your Business. Pearson.</li> <li>• Humble, Molesky &amp; O'Reilly (2015): Lean Enterprise: How High Performance Organizations Innovate at Scale</li> <li>• Kawasaki (2015): The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything.</li> <li>• Lewrick, Link &amp; Leifer (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses. John Wiley &amp; Sons.</li> <li>• Maurya (2012): Running Lean: Iterate from Plan A to a Plan That Works</li> <li>• Newport (2016): Deep Work: Rules for Focused Success in a Distracted World</li> <li>• Osterwalder &amp; Pigneur (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley &amp; Sons.</li> <li>• Plattner (2010): Design Thinking: Understand – Improve – Apply. Springer.</li> <li>• Ries (2011): The Lean Startup. How today's entrepreneurs use continuous innovation to create radically successful businesses. Currency.</li> <li>• Roam (2012): Blah Blah Blah: What To Do When Words Don't Work</li> <li>• Schrage (1999): Serious Play: How the World's Best Companies Simulate to Innovate</li> <li>• Schrage (2014): The Innovator's Hypothesis (The MIT Press)</li> </ul>

## M1.4 Electives Controlling, Finance, Accounting (1 out of 3)

<b>Module</b>	M1.4
<b>Semester</b>	1 Semester
<b>Duration of module</b>	1 Semester
<b>Type of module</b>	Compulsory elective (one course out of three must be chosen)
<b>Courses included the module</b>	M1.4.A International Controlling M1.4.B International Finance M1.4.C International Accounting
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	None from the master's degree but knowledge of the basics from undergraduate degree, including basics of Management Accounting, Financial Accounting and Finance/Investment valuation
<b>Level</b>	Master
<b>Responsible professor / module coordinator</b>	Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a>
<b>Credits (ECTS)</b>	4 ECTS
<b>Qualification goals of the module</b>	The module establishes a common understanding of the topics of international controlling and international finance. The students apply the teaching and learning methodology and instruments of international controlling and international finance in a problem-oriented manner.  The module creates the basis for in-depth studies in International controlling or international finance in the following semesters.
<b>Examination / type of assessment</b>	Depending on the chosen compulsory elective subject (submodule)
<b>Weighting of grade within programme</b>	4/90

### M1.4.A International Controlling

<b>Module</b>	M1.4.A
<b>Type of module</b>	Compulsory elective
<b>Names of lecturers</b>	Prof. Dr. Carmen A. Finckh Tel. 0175-2060333 <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a>
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	4 ECTS
<b>Total workload</b>	120 h (60 h attendance, 60 h self-study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li><b>Professional competencies:</b></li> </ul>

	<p>The students gain a basic understanding of the challenges in controlling in an internationally-active company with special consideration of the context factors and the coordination requirements. They understand the country-specific differences in the understanding of controlling and can deal with them in a socially competent manner. The students learn to apply the methods and instruments of international controlling in a problem-oriented manner and understand their limitations as well as challenges in implementation. They gain experience in the analysis, evaluation and interpretation of controlling information from the international environment. Students gain a basic understanding of ESG-related controlling.</p> <ul style="list-style-type: none"> <li>• <b>Interdisciplinary, methodological competencies:</b> The students learn about the challenges in the use and further development of management concepts and instruments in the international environment and can transfer this knowledge to other areas. They understand the interrelationships and interfaces of different functional areas for the overall management of international companies (meta-coordination). They understand the connection between management and control in an international context. The students also gain an understanding of the role of controlling in the future working world characterised by volatility, uncertainty, complexity and ambiguity.</li> <li>• <b>Social competencies, key competencies:</b> Students reflect on the different controlling roles in an international context. They gain a deeper understanding of successful cooperation on a horizontal and vertical level within the framework of the various management processes (planning &amp; reporting, decision support, etc.). Students reflect on the ethical behaviour of controllers.</li> <li>• <b>Personal competencies:</b> They understand the requirements for communication competence in the international environment and can better assess their status in this regard as well as further development needs.</li> <li>• <b>Digital competencies:</b>  The students are able to deal with digital learning environments (eg. Microsoft Teams, Zoom) and to present independently elaborated learning contents.</li> </ul>
<p><b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b></p>	<p><b>CG 3:</b> Within performance management, students discuss the behavioural consequences of poorly designed performance management systems for an organization.</p> <p><b>CG 4:</b> Students analyze different current issues in international controlling and create proposals for improvement. They apply instruments, methods and procedures according the different contexts. They work on different case studies and one business project in cooperation with a company.</p> <p><b>CG 6:</b> Students analyse and discuss the role of controlling in the context of digitalisation and sustainability. They understand the influence of digitalisation and sustainability on the management and control systems as well as the controlling processes</p>

	and organisation. Different approaches to the implementation of digitalisation and sustainability are discussed.
<b>Content / indicative syllabus</b>	<ol style="list-style-type: none"> <li>1. Trends international controlling (role change, digitalisation, sustainability etc.)</li> <li>2. Introduction to sustainability in accounting</li> <li>3. Transformation of controlling organisations</li> <li>4. Business Partnering in Controlling</li> <li>5. Performance and cost management</li> <li>6. Controlling for different business models</li> <li>7. HBS Data analytics simulation</li> </ol>
<b>Teaching and learning methods</b>	Lectures, discussions, exercises, case studies, simulations, study of specialist literature. Independent scientific work.
<b>Indicative reading list</b>	<p>Required reading</p> <ul style="list-style-type: none"> <li>• Demartini, C., Performance Management Systems. Design, Diagnosis and Use, 2014.</li> <li>• Horváth, P., Gleich, R., Seiter, M. Controlling, 14. Auflage, 2020</li> <li>• Horváth, P., The Controlling Concept; Cornerstone of Performance Management, 2019.</li> <li>• Neely, A. Business Performance Measurement Unifying Theories and Integrating Practice, 2011.</li> <li>• Rieg, R., Internationales Controlling, 1. Auflage, 2020.</li> <li>• Schön, D., Planung und Reporting im BI-gestützten Controlling. Grundlagen, Business Intelligence, Mobile BI und Big-Data-Analytics, 2018.</li> </ul> <p>References to in-depth literature are provided on the RELAX page or in MS Teams.</p>

### M1.4.B International Finance

<b>Module</b>	M1.4.B
<b>Type of module</b>	Elective
<b>Name of lecturer</b>	Prof. Dr. Hans-Martin Beyer Building 5, room 109, Tel.: 07121 271 6025 <a href="mailto:Hans-Martin.Beyer@reutlingen-university.de">Hans-Martin.Beyer@reutlingen-university.de</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	4 ECTS
<b>Total workload</b>	120 h (60 h attendance, 60 h self-study)
<b>Contact hours</b>	4 semester hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Students will develop an enhanced understanding of financial statement analysis and corporate M&amp;A transactions and valuation. Specifically, students will be able to apply methods and models to identify and analyze the most relevant financial performance measures for managing a firm. Over and above, students will be able to assess and apply core valuation techniques and methods and to</li> </ul>

	<p>critically discuss valuation concepts applied in practice, as well as IT tools and data sources (i.e. Factset).</p> <ul style="list-style-type: none"> <li>• <b>Methodological competencies:</b> Students will further enhance their critical thinking and problem solving skills in addition to analytical skills particularly in the fields of statement analysis and company valuation and respective decision making.</li> <li>• <b>Social competencies:</b> Through the interactive nature of the course, students will refine their oral and written communication competence and their team skills.</li> <li>• <b>Personal competencies:</b> Students will be equipped with the necessary knowledge, experiences and competencies to resume a role in the respective fields of professional competence. Conflicting interests and related inter- and intrapersonal conflicts and ethical problems will be assessed and discussed.</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 2:</b> On the basis of transaction examples and projects, the impacts of international differences on transactions and value of companies and potential approaches to tackle these are discussed.</p> <p><b>CG 4:</b> Students will understand, apply and interpret valuation methods and put them into an international context. Valuation problems are discussed and elaborated in group projects on the basis of scientific studies or practical situations. Students will solve valuation problems in the fields of calculating, normalising and forecasting cash flows, cost of capital and terminal value calculation, and applying such to different valuation approaches.</p>
<b>Content / indicative syllabus</b>	<p>Fundamentals of corporate transactions including types of transactions, transaction stakeholders and their processes.</p> <p>Valuation and assessment concepts and methods with a specific focus on</p> <ul style="list-style-type: none"> <li>• financial statement ratio analysis and market multiples</li> <li>• income/DCF approaches - methodological issues and application</li> <li>• implications of valuing internationally</li> <li>• implications of risk management on value</li> </ul>
<b>Teaching and learning methods</b>	Seminar-style lecture including presentations by students, case studies, discussions, coaching by instructor, training and application of the Factset financial software / database
<b>Miscellaneous</b>	Guest lectures by external professionals
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Damodaran, A. (2012): Investment Valuation, 3rd ed, Wiley</li> <li>• Damodaran, A. (2018): The dark side of valuation, 3rd ed., Pearson</li> <li>• De Luca, P.(2018): Analytical Corporate Valuation: Fundamental Analysis, Asset Pricing and Company Valuation, Springer</li> <li>• Fridson, M. S. &amp; Alvarez, F. (2022), Financial Statement Analysis: A Practitioner's Guide, 5<sup>th</sup> ed., Wiley Finance ed.</li> <li>• Gaughan, P.A (2018): Mergers, Acquisitions, and Corporate Restructurings, 7th ed., Wiley</li> <li>• Higgins, R.C. (2018): Analysis for Financial Management, 12<sup>th</sup> ed. McGrawHill</li> </ul>

	<ul style="list-style-type: none"> <li>Joy, Joseph (2018): Divestitures and Spin-Offs, Springer</li> <li>Koller, T., Goedhart, M., Wessels, D. (2020): Valuation – Measuring and managing the value of companies, 7th ed., Wiley</li> <li>Reed Lajoux, A. (2019): The Art of M&amp;A – A Merger, Acquisition and Buy-out Guide, 5th ed., McGrawHill</li> <li>Ross, S.A., Westerfield, R.W., Jaffe J.F. &amp; Jordan, B.D. (2022): Corporate Finance – Core Principles and Applications, 13th edition, McGrawHill</li> <li>Titman, S. &amp; Martin, J.D. (2015): Valuation – The Art and Science of corporate investment decisions, 3rd ed., Pearson</li> <li>Shapiro, A. C., Hanouna, P. (2020): Multinational Financial Management, 11th ed., Wiley</li> </ul> <p><b>Supplementary</b></p> <ul style="list-style-type: none"> <li>Harrison, W. T., Horngren C. T. et al (2018): Financial Accounting – Global Edition, 11<sup>th</sup> ed., Pearson</li> <li><a href="http://cpaclass.com/fsa/ratio-01a.htm">http://cpaclass.com/fsa/ratio-01a.htm</a></li> <li><a href="https://www.dvfa.de/fileadmin/downloads/Publikationen/Standards/DVFA_Best_Practice_Recommendations_Corporate_Valuation.pdf">https://www.dvfa.de/fileadmin/downloads/Publikationen/Standards/DVFA_Best_Practice_Recommendations_Corporate_Valuation.pdf</a></li> <li>Institut der Wirtschaftsprüfer in Deutschland e.V. (IDW): Standard S1 - Principles for the Performance of Business Valuations (IDW S1), 2008 (i.d.F. 2016) <a href="https://www.idw.de/the-idw/idw-pronouncements/idw-standards">https://www.idw.de/the-idw/idw-pronouncements/idw-standards</a></li> </ul> <p>Further indicative reading list / articles will be introduced during the course.</p>
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### M1.4.C International Accounting

<b>Module</b>	M1.4.C
<b>Type of module</b>	Elective
<b>Responsible professor</b>	Prof. Dr. Dominic Wader Building 17, room 116, Tel.: 07121 271 3065 <a href="mailto:dominic.wader@reutlingen-university.de">dominic.wader@reutlingen-university.de</a>
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	4 ECTS
<b>Total workload</b>	120 h (60 h attendance, 60 h self-study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li><b>Professional competencies:</b> Building on basic knowledge, in-depth knowledge in the area of (international) accounting, in particular accounting in accordance with national and international accounting standards, should be acquired</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Methodological competencies:</b> Deepen critical thinking and analytical skills. Through a principle-based approach, students gain the ability to apply general principles to concrete problems and situations and to discuss existing problem solutions.</li> <li>• <b>Social competencies:</b> The seminar-style teaching format will sharpen the ability to discuss and the competence to critically question one's own position.</li> <li>• <b>Personal competencies:</b> Students will gain the necessary knowledge, experience and skills to apply in relevant professional careers. According to the objectives of the programme, this is possible for both professional and consulting careers.</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 4:</b> Students will understand, apply and interpret the conceptual and technical aspects of international accounting. Hereby they will solve cases in various areas of accounting.</p> <p><b>CG 5:</b> Students will have an in-depth understanding of national and international accounting rules and be able to analyse differences between them.</p>
<b>Content / indicative syllabus</b>	<p>Accounting according to national and international accounting standards</p> <ol style="list-style-type: none"> <li>1. Principles of accounting</li> <li>2. Recognition, measurement and disclosure rules</li> <li>3. Accounting of fixed assets</li> <li>4. Accounting for current assets</li> <li>5. Accounting of equity</li> <li>6. Accounting for provisions</li> <li>7. Accounting for liabilities</li> <li>8. Deferred taxes</li> <li>9. Income statement</li> </ol>
<b>Teaching and learning methodology</b>	Seminar-style teaching with discussions, case studies and coaching by the instructor
<b>Miscellaneous</b>	Guest lectures
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Pellens/Fülbier/Gassen/Sellhorn: Internationale Rechnungslegung, 11. Edition 2021, Schäffer-Poeschel Verlag.</li> <li>• Coenenberg/Haller/Schultze: Jahresabschluss und Jahresabschlussanalyse, 26. Edition 2021, Schäffer-Poeschel Verlag (separate exercise book).</li> <li>• Beck'scher Bilanz-Kommentar: Handelsbilanz – Steuerbilanz, 12. Edition 2020, Beck Verlag.</li> </ul>

## M1.5 Strategy & Business Models

<b>Module</b>	M1.5.1
<b>Type of module</b>	Compulsory
<b>Name of lecturer</b>	Prof. Dr. Florian Kapmeier Building 5, office 111, Tel.: 07121 271 3104 <a href="mailto:Florian.Kapmeier@reutlingen-university.de">Florian.Kapmeier@reutlingen-university.de</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Upon completion of this course, students will have obtained the following competencies:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Critically understand the complexity of strategy development and the ability to link different aspects of business in a long-term perspective; ability to scrutinize existing strategies for consistency and doability. Importance of holistic view by using business model approach.</li> <li>• <b>Methodological competencies:</b> Problem solving in strategic management issues also in international context; step-by-step development of strategies; business model canvas</li> <li>• <b>Social competencies:</b> Argue for or against positions in front of audiences; develop results in discussions in various team set ups; apply effective written and oral communication skills</li> <li>• <b>Personal competencies:</b> Awareness of own potential in analyzing and assessing strategy issues; awareness for own argumentation skills and ability to deal with complex issues</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 – 6)</b>	<p><b>CG 2:</b> On the basis of some case studies, the topic of internationalization strategy of companies is discussed as one strategic option, identifying the complexity of cross-border business.</p> <p><b>CG 4:</b> The main feature of the course is to apply strategic management tools to deal with complex and uncertain situations in the business environment and to come up with feasible and realistic long-term strategies. To create a workable strategy deploying business model methodology is used for problem solving in a holistic way.</p>
<b>Content / indicative syllabus</b>	<ul style="list-style-type: none"> <li>• What is Strategy &amp; Levels of Strategy</li> <li>• Strategic Analysis and Strategic Options</li> <li>• Developing Business Models</li> <li>• Business Model Innovation</li> <li>• Internationalization Strategy and Business models</li> </ul>

<b>Teaching and learning methodology</b>	Lectures, cases, discussions, exercises, reading assignments on important topics of strategic management. Main focus is on case studies to be prepared in self-study and discussed in class.
<b>Miscellaneous</b>	
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>Gassmann, O. Frankenberger, K.; Csik, M. (2013). Geschäftsmodelle entwickeln: 55 innovative Konzepte mit dem St. Galler Business Model Navigator. Hanser Verlag.</li> <li>Lynch, R. (2018). Strategic Management. Harlow, England; Pearson.</li> <li>Morschett, D.; Schramm-Klein, H.; Zentes, J. (2015). Strategic international management. Text and cases, Berlin.</li> <li>Osterwalder A, Pigneur Y, Clark T (2010) Business model generation: A handbook for visionaries, game changers, and challengers. Alexander Osterwalder &amp; Yves Pigneur, [Amsterdam]</li> </ul>

## M1.6 Business Ethics & Sustainability Management

<b>Module</b>	M1.6
<b>Type of module</b>	Compulsory
<b>Name of lecturer</b>	Prof. Dr. Maud Helene Schmiedeknecht Geb. 17, Raum 130, Tel.: 07121 271 3081 <a href="mailto:Maud.Schmiedeknecht@reutlingen-university.de">Maud.Schmiedeknecht@reutlingen-university.de</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	5 ECTS
<b>Total workload</b>	150 h (60 h presence, 90 h self study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li><b>Fachliche Kompetenzen (Professional Competencies):</b> Students will develop an enhanced understanding of theoretical and practical aspects of business ethics and sustainability management. They will be able to apply methods to identify and analyze challenges and perspectives regarding ethical and sustainability issues. Furthermore, students will be able to organize and constructively use a process of exchange and confrontation with relevant stakeholders and their perspectives.</li> <li><b>Fachübergreifende Kompetenzen (Methodological Competencies):</b> Students will enhance their analytical and critical thinking skills in addition to their problem-solving skills particularly in the field of sustainability management. Furthermore, they will be able to create a presentation deck considering the requirements of a management consultancy (storyline, action title, etc.).</li> <li><b>Soziale Kompetenzen (Social Competencies):</b> Through the interactive nature of the course, students will apply their oral and written communication skills. Furthermore, they will apply their team skills by developing results in discussions in various team</li> </ul>

	<p>set-ups. Students will be able to analyze and critically reflect on their own learning process during the course.</p> <ul style="list-style-type: none"> <li>• <b>Persönliche Kompetenzen (Personal Competencies):</b> Students will gain knowledge and competencies in analyzing and assessing ethical and sustainability management issues and thereby grow into responsible decision makers.</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 2:</b> Students reflect upon the complexities of international corporations regarding sustainability topics, e.g. social and ecological challenges of setting up international sustainable supply chains.</p> <p><b>CG 3:</b> Students understand the underlying principles and theoretical concepts of business ethics and Corporate Social Responsibility (CSR). They are aware of ethical and legal issues, identify ethical dilemmas of management decisions and are able to critically analyze these issues on the basis of normative theory or models. Furthermore, students are able to develop solutions by solving ethical cases in wider, environmental and social contexts with a four-step approach.</p> <p><b>CG 4:</b> Students analyze and assess sustainability management issues, e.g. sustainability strategies and implementation of management systems. They analyze and evaluate sustainability reports regarding strategy, implementation, and KPIs.</p> <p><b>CG 5:</b> Students understand the complexity of setting up new sustainable business models or transforming existing business models accordingly.</p>
<b>Content / indicative syllabus</b>	<ul style="list-style-type: none"> <li>▪ Theory of business ethics</li> <li>▪ Values management system</li> <li>▪ Case studies on business ethics and values management system</li> <li>▪ Communication in Management within a business environment</li> <li>▪ Basics of sustainability management: principles, topics, models</li> <li>▪ Innovating for circular economy: product/service, business model and ecosystem innovation</li> <li>▪ Sustainability strategies and implementation: processes, instruments and standards</li> <li>▪ Selected functional areas of sustainability management: supply chain, communication, reporting</li> </ul>
<b>Teaching and learning methodology</b>	Seminar style lecture including presentations by students, case studies, discussions, coaching by instructor
<b>Miscellaneous</b>	Guest speaker
<b>Indicative reading list</b>	<p>Lecture handout with list of references, case studies, sustainability reports and articles, amongst others:</p> <p>Aargaard, A. (ed.) (2019): Sustainable Business Models. Innovation, Implementation and Success. Palgrave</p> <p>Bocken, N., Short, S.W., Evans, S. (2014): A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production (65), pp. 42-56</p> <p>Crane, A./Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 4th edition, Oxford University Press, Oxford</p>

	<p>Geissdoerfer, M., Vladimirova, D., Evans, S. (2018): Sustainable business model innovation: A review. Journal of Cleaner Production (198), pp. 401-416</p> <p>Konietzko, J., Bocken, N., Hultink, E.J. (2020): A Tool to Analyze, Ideate and Develop Circular Innovation Ecosystems. Sustainability 2020, 12, 417</p> <p>Lüdeke-Freund, Carroux, S., Joyce, A., Massa, L., Breuer, H. (2018): The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation. Sustainable Production and Consumption (15), pp. 145-162</p> <p>Lütge, C. (ed.) (2013): Handbook of the Philosophical Foundations of Business Ethics. Springer</p> <p>Schaltegger, S., &amp; Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. Journal of Business Ethics, 147(2), 241-259</p> <p>Takacs, F., Stechow, R. &amp; Frankenberger, K. (2020). Circular Ecosystems: Business Model Innovation for the Circular Economy. White Paper of the Institute of Management &amp; Strategy, University of St. Gallen.</p> <p>World Economic Forum (2022): The Global Risks Report 2022</p>
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## M1.7 Electives Business Language I (1 out of 5)

<b>Module</b>	M1.7
<b>Semester</b>	1 Semester (two-semester programme)
<b>Duration of module</b>	1 Semester (two-semester programme)
<b>Type of module</b>	Elective
<b>Courses included in the module</b>	M1.7.A Business English I M1.7.B Business French I M1.7.C Business Spanish I M1.7.D Business Chinese I M1.7.E Business German I
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	None (admission test for grouping Business French, Spanish, Chinese, German)
<b>Academic level</b>	Master
<b>Recognition of module</b>	Priorities: Programme, ESB, University
<b>Module coordinator/responsible professor</b>	Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Credits (ECTS)</b>	2 ECTS
<b>Learning outcomes</b>	Language skills at respective language level (see language for details)

Type of assessment/ prerequisites for awarding of ECTS	<p>Continuous assessments (CA) consisting of: written assignment (40%), oral assignment (40%), active participation and attendance (20%). All continuing assessments are determined at the course level.</p> <p><b>WS21-22: All courses will be taught fully online, including live Zoom sessions and asynchronous activities. Specific content will vary depending on the language and the language level.</b></p>
Weighting of grade	2/90

### M1.7.A Business English I

Module	M1.7.A
Type of module	Elective
Admission Requirements	There is no language placement test for Business English. All students are expected to already have a high proficiency level upon admission to the programme.
Academic level	Course is conducted at C1.2 level.
Recognition of Module	Master
Name(s) of lecturer(s)	<p>Depends on semester: Lucas Ogden, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a></p>
Language of instruction	English
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. After the successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will confidently conduct a product review using written and verbal business English.</li> <li>– Students will confidently use verbal and written business English in a variety of scenarios, including difficult or challenging scenarios.</li> <li>– Students will practice editing and critical feedback skills.</li> <li>– Students will confidently conduct a persuasive presentation a business topic in English.</li> <li>– Students will conduct a professional business meeting.</li> <li>– Students will apply extended business and economics-related terminology in simulations and discussions.</li> </ul> </li> <li>• <b>Methodological competencies:</b></li> </ul>

	<ul style="list-style-type: none"> <li>Students will integrate content knowledge of core programme curriculum to research, analyze, critique and evaluate a business scenario, then write a persuasive paper based on the scenario.</li> <li>Students will apply appropriate grammar, punctuation and spelling conventions when writing.</li> <li>Students will hone in different strategies for writing reports and persuasive papers.</li> </ul> <ul style="list-style-type: none"> <li><b>Social competencies:</b> <ul style="list-style-type: none"> <li>Students will apply networking and teambuilding skills within a multicultural context.</li> <li>Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios.</li> <li>Students will develop skills for communicating under stress, especially in intercultural contexts.</li> <li>Students will compare/contrast the impact of cultural dimensions in different business scenarios.</li> <li>Students will confidently and professionally discuss ideas and state a position during a business meeting.</li> </ul> </li> <li><b>Personal competencies:</b> <ul style="list-style-type: none"> <li>Students will confidently use the English language for different purposes, including business situations.</li> <li>Students will improve their vocabulary and skills based on their individual competency level.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	<p>The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR). Content will be adapted to the needs of the students.</p> <p><b>Business English Boot Camp</b></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>Assess own grammar needs</li> <li>Apply English grammar rules</li> <li>Compare strategies for writing a report versus writing a persuasive paper</li> </ol> <p><b>Writing a product review &amp; making recommendations</b></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>Identify the parts of a business report</li> <li>Identify common business words used in a report</li> <li>Make recommendations</li> <li>Use proper voice and register (formal, informal, neutral)</li> <li>Write a business report</li> </ol> <p><b>Intercultural business communication</b></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>Understand how cultural background influences communication</li> <li>Compare/contrast the impact of cultural dimensions in a business scenario</li> <li>Communicating under stress</li> <li>Identify ways to deal with stress at work (conflict resolution approaches)</li> </ol>



	<p>5. Formulate solution and express self in Business English</p> <p><b>Case Study 1</b> Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify key vocabulary words and their synonyms</li> <li>2. Edit a paragraph for conciseness</li> <li>3. Ethical hot seat</li> <li>4. Learning Objectives:</li> <li>5. Identify elements of ethical communication</li> <li>6. Choose a communication approach that best fits a given business scenario</li> </ol> <p><b>Case Study 2</b> Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify parts of a business meeting agenda</li> <li>2. Create an effective agenda</li> <li>3. Apply appropriate words and phrases used when discussing ideas at a meeting.</li> <li>4. Confidently state a position</li> <li>5. Conduct a business meeting while following the agenda</li> </ol> <p><b>Elevator pitch</b> Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Discuss the purpose of an elevator pitch</li> <li>2. Identify the parts of an elevator pitch</li> <li>3. Create &amp; deliver an elevator pitch</li> </ol> <p><b>Managing change &amp; conflict</b> Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Using Business English, state a position after taking different perspectives into consideration</li> <li>2. Use technology tools to communicate virtually</li> </ol> <p><b>Presentations/paper</b> Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Persuade an audience using written and verbal Business English</li> </ol>
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Specialties</b>	The Business English courses are tailored to the needs of the IACT and IBD students.
<b>Indicative reading list</b>	<p><u>Possible resources include:</u></p> <ul style="list-style-type: none"> <li>• English Grammar: Understanding the Basics (2010) By Evelyn P. Altenberg, Robert M. Vago, Cambridge University Press</li> <li>• The New English Grammar: With Phonetics, Morphology and Syntax (2010) By Horace Dalmolin, Tate Publishing</li> <li>• Oxford Business English Dictionary (2006) By Dylis Parkinson &amp; Joseph Noble, Oxford University Press</li> <li>• Collins COBUILD-International Business English Dictionary (2011) By Sandra Anderson, Harper Collins Publishers</li> </ul>

	<ul style="list-style-type: none"> <li>• Business English: The Writing Skills You Need for Today's Workplace (2010) By Andrea B. Geffner, Barron's Publishers</li> <li>• How to Write Effective Business English: The Essential Toolkit (2009) By Fiona Talbot, Kogan Ltd. Publishers</li> </ul>
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### M1.7.B Business French I

<b>Module</b>	M1.7.B
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Language placement test
<b>Academic level</b>	Master; for French, courses are offered at the B1 to C1 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	<p>Depends on course level: For Business French: Anne-Marie Labbé, Veronique Förstel, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a> Prof. Dr. Niamh O'Mahony Building 17, room 113, Tel.: 07121 271 3028 <a href="mailto:Niamh.Omahony@reutlingen-university.de">Niamh.Omahony@reutlingen-university.de</a></p>
<b>Language of instruction</b>	French
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Weekly (SWS)/ contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while</li> <li>– increasing their knowledge of basic business terminology in the target language. <ul style="list-style-type: none"> <li>○ Students will demonstrate best practices for business communication skills in the target language.</li> </ul> </li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> <li><b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li><b>Social competencies:</b> <ul style="list-style-type: none"> <li>Students will interact in the target language for various purposes and with different types of audiences.</li> <li>Students will improve their intercultural awareness and intercultural communication competencies.</li> </ul> </li> <li><b>Personal competencies:</b> <ul style="list-style-type: none"> <li>Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>Students will become familiar with France as well as the ways of life and business life in French-speaking countries.</li> <li>Students will become aware of current economic developments and problems in French-speaking countries.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	For Business French: <ul style="list-style-type: none"> <li>To be announced in class (depends on the course level).</li> </ul>

### M1.7.C Business Spanish I

<b>Module</b>	M1.7.C
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Language placement test
<b>Academic level</b>	For Spanish, courses are offered at the A1 to C1.2 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis

	<p>Figuerola, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a></p>
<b>Language of instruction</b>	Spanish
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while</li> <li>– increasing their knowledge of basic business terminology in the target language. Students will demonstrate best practices for business communication skills in the target language.</li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with Spain and Latin-American countries as well as the ways of life and business life in Spanish-speaking countries.</li> <li>– Students will become aware of current economic developments and problems in Spanish-speaking countries.</li> </ul> </li> </ul>

<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business Spanish courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	For Business Spanish: <ul style="list-style-type: none"> <li>• Meta Profesional A1-A2 Spanisch für den Beruf (2015)/Klett</li> <li>• Meta Profesional B1 Spanisch für den Beruf (2015)/ Klett</li> <li>• Further Indicative reading list will be announced in class, especially for higher levels.</li> </ul>

### M1.7.D Business Chinese I

<b>Module</b>	M1.7.D
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Language placement test only if student has prior knowledge of Chinese in the first session
<b>Academic level</b>	For Chinese, courses are offered at the A1 to B1 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business Chinese: Xiaohui Xu, Ying Feng, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a> Prof. Dr. Niamh O´Mahony Building 17, room 113, Tel.: 07121 271 3028 <a href="mailto:Niamh.Omahony@reutlingen-university.de">Niamh.Omahony@reutlingen-university.de</a>
<b>Language of instruction</b>	Chinese
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed: <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while</li> <li>– increasing their knowledge of basic business terminology in the target language.</li> </ul> </li> </ul>

	<p>Students will demonstrate best practices for business communication skills in the target language.</p> <ul style="list-style-type: none"> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> <ul style="list-style-type: none"> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with China as well as the ways of life and business life in China.</li> <li>– Students will become aware of current economic developments and problems in China.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Specialties</b>	The Business Chinese courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	<p>For Business Chinese:</p> <ul style="list-style-type: none"> <li>– To be announced in class (depends on the course level).</li> </ul>

## M1.7.E Business German I

<b>Module</b>	M1.7.E
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Language placement test (exchange students must demonstrate basic knowledge of German language in order to participate in regular programme lectures. The Business German course is in addition to the regular lectures).
<b>Academic level</b>	For German, courses are offered at the A1 to C1.2 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Cwejn, Martin Böhler, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while</li> <li>– increasing their knowledge of basic business terminology in the target language.</li> </ul> <p>Students will demonstrate best practices for business communication skills in the target language.</p> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </li></ul> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b></li>



	<ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with Germany as well as the ways of life and business life in German-speaking countries.</li> <li>– Students will become aware of current economic developments and problems in German-speaking countries but especially in Germany.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business German courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	<p><u>Reading materials used in class will reflect current topics in business, in the target language. Sources may include newspapers, journals, news reports, etc.</u></p> <p>For Business German:</p> <ul style="list-style-type: none"> <li>– To be announced in class (depends on the course level).</li> </ul>

## M2.1 Market Research & Consulting Projects

<b>Module</b>	M2.1
<b>Semester</b>	2
<b>Duration of module</b>	1 semester
<b>Type of module</b>	Compulsory
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	Successful completion of 'M1.1. Data Analytics & Business Research'
<b>Level</b>	Master
<b>Module coordinator / responsible professor</b>	Prof. Dr. Gerd Nufer Building 17, room 017, Tel.: 07121 271 6011 <a href="mailto:gerd.nufer@reutlingen-university.de">gerd.nufer@reutlingen-university.de</a>
<b>Name of lecturer</b>	Prof. Dr. Gerd Nufer Building 17, room 017, Tel.: 07121 271 6011 <a href="mailto:gerd.nufer@reutlingen-university.de">gerd.nufer@reutlingen-university.de</a>

<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	7 ECTS
<b>Total workload</b>	180 h (60 h attendance, 120 h self-study)
<b>Contact hours</b>	4 SWS
<b>Examination / type of assessment</b>	Continuous Assessment (project work following milestones with final presentation, in-class contribution)
<b>Weighting of grade within programme</b>	7/90
<b>Learning outcomes</b>	<p>The objective of the course is to expand marketing skills through the process of market research in an international context. The theoretical market research knowledge is immediately applied and intensified by working on a practice-based market research and consulting project.</p> <ul style="list-style-type: none"> <li>▪ <b>Subject-specific competencies:</b> Participants are capable of establishing and understanding correlations and cross-links between international marketing and market research.</li> <li>▪ <b>Professional competencies:</b> Participants learn the process of market research and its implementation in terms of practical issues drawn from actual practice.</li> <li>▪ <b>Social skills, key competencies:</b> Within the scope of dealing with a practical project in groups, the students learn and deepen their social skills and advance their personal development. They acquire competencies in problem-solving and decision-making capabilities, in self-management and autonomy; as well as the capacity for teamwork.</li> <li>▪ <b>Personal competencies:</b> After having taken the course, its participants should be capable of consulting statistical secondary analyses for dealing with practical problems/issues and in particular be able to conduct primary statistical research - both in cooperation with market research institutes / consulting companies and independently.</li> </ul>
<b>Course-specific contributions to AoL competency goals</b>	<p><b>CG 2:</b> Students conduct national or international market research projects with cultural factors always needing to be taken into account as an important success variable.</p> <p><b>CG 4:</b> Students show understanding of complex problem structures; apply appropriate methods/tools/instruments for complex problems in a technically-correct manner; develop relevant and viable solutions.</p> <p><b>CG 6:</b> Students analyze the relevance of digital tools and frameworks for their research topic. They use SPSS for analyzing data.</p>
<b>Content / indicative syllabus</b>	<ul style="list-style-type: none"> <li>• Basics of market research and project management</li> <li>• Data collection</li> <li>• Data analysis</li> <li>• Presentation of results and consulting</li> <li>• Project work</li> </ul>
<b>Teaching and learning methods</b>	<p>Different teaching methods are used, which alternate and thus appeal to different types of learners:</p> <ul style="list-style-type: none"> <li>• Interactive seminar-style teaching with discussions</li> </ul>

	<ul style="list-style-type: none"> <li>Project work in small groups with presentation of results and discussion</li> </ul>
Miscellaneous	Direct contact with corporate practice
Indicative reading list	<p><b>Required reading:</b></p> <ul style="list-style-type: none"> <li>Backhaus, Klaus / Erichson, Bernd / Gensler, Sonja / Weiber, Rolf / Weiber, Thomas: Multivariate Analysemethoden. Eine anwendungsorientierte Einführung, 16. Aufl., Wiesbaden 2021</li> <li>Fantapié Altobelli, Claudia: Marktforschung. Methoden – Anwendungen – Praxisbeispiele, 4. Aufl., Stuttgart 2023</li> </ul> <p><b>Additional recommended reading:</b></p> <ul style="list-style-type: none"> <li>Nufer, Gerd / Bühler, André (Hrsg.): Management im Sport. Betriebswirtschaftliche Grundlagen und Anwendungen der modernen Sportökonomie, 3. Aufl., Berlin 2012</li> <li>Nufer, Gerd / Bühler, André (Hrsg.): Marketing im Sport. Grundlagen und Trends des modernen Sportmarketing, 3. Aufl., Berlin 2013</li> </ul>

## M2.2 Transformation Management & Management Workshops

Module	M2.2
Semester	2 Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M2.2.1 Transformation Management M2.2.2 Management Workshops
How frequently is the module offered	Once per semester
Admission requirements	Successful completion of M1.4.1 Transformation Management
Level	Master
Module coordinator / responsible professor	Prof. Dr. Dominic Wader Building 17, room 116, Tel.: 07121 271 3065 <a href="mailto:dominic.wader@reutlingen-university.de">dominic.wader@reutlingen-university.de</a>
Credits (ECTS)	4 ECTS
Qualification goals of the module	In this module, application and practice of management will be trained. Learning outcomes of module parts are detailed with respective course descriptions.
Examination / type of assessment	M2.2.1 Management Workshops (Project work: 50%) M2.2.2 Transformation Management (Exam 2h; 50%)
Weighting of grade within programme	4/90

### M2.2.1 Transformation Management

Module	M2.2.1
Type of module	Compulsory
Name of lecturer	Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a>
Language of instruction	German
Credits (ECTS)	2
Total workload	60 h (30 h attendance, 30 h self-study)
Contact hours	2 semester hours per week (SWS)
Learning outcomes	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Develop, discuss and reflect on differences in requirements, processes and competencies between transformation, strategy implementation and change management processes Discuss and reflect on specific requirements for transformations in the context of digitalisation and sustainability Gain an overview of the strategy process and the location of strategy implementation Design, review or optimise implementation concepts Identify and professionally manage implementation challenges Get to know and test innovative approaches.</li> <li>• <b>Interdisciplinary competencies, professional empowerment:</b> Further develop transformation and change competencies, develop and deepen systemic organisational understanding</li> <li>• <b>Social competencies, key competencies:</b> Recognise potential and resistance to change and learning to deal with it competently; self-management and collaboration in different project teams</li> <li>• <b>Personal competencies:</b> Reflect on own learning and change processes</li> </ul>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p><b>CG 2:</b> Students discuss the requirements in transformation and strategy implementation in different contexts (e.g., non-profit/profit, large/small size company, different industries, family-owned companies). They apply the theory in different business simulations.</p> <p><b>CG 3:</b> Students discuss behavioural aspects of transformational change processes and apply the knowledge in a business simulation.</p> <p><b>CG 4:</b> Students apply their conceptual knowledge about transformation, strategy implementation (concepts, methods, instruments, processes, cultural/behavioural aspects) in specific business simulations for change management.</p> <p><b>CG 6:</b> Students can develop appropriate implementation concepts for transformational strategies which can accompany their implementation.</p>
Content / indicative syllabus	<ul style="list-style-type: none"> <li>• Transformation, strategy implementation and change management</li> <li>• Agile, strategy-focused organisations</li> </ul>

	<ul style="list-style-type: none"> <li>• Concepts and methods for transformation</li> <li>• Context-specific change management</li> <li>• Innovative approaches</li> </ul>
<b>Teaching and learning methodology</b>	Lectures, case studies, digital simulation workshops
<b>Miscellaneous</b>	On a case-by-case basis, representatives from the respective field are invited to present and discuss selected topics.
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Kaplan, R.S., Norton, D. P., The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Boston: Harvard Business School Press, United States of America 2001.</li> <li>• Kaplan, R.S., Norton D.P., Alignment. Using the Balanced Scorecard to create corporate synergies, Boston (Mass.), Boston: Harvard Business School Press, United States of America 2006.</li> <li>• Kotter, John P. (2010): Leading change: Boston, Mass.: Harvard Business School Press, 2010.</li> <li>• Raps, Andreas (2017): Erfolgsfaktoren der Strategieimplementierung. Konzeption, Instrumente und Fallbeispiele. 4rd ed.</li> <li>• Scharmer, Otto; Kaufer, Katrin (2013): Leading from the emerging future. From ego-system to eco-system economies. 1st ed. San Francisco.</li> <li>• Scharmer, C. Otto (2019): Essentials der Theorie U: Grundprinzipien und Anwendungen: Carl-Auer Verlag.</li> <li>• Uhl, A., Gollenia, L. A., A (2012) Handbook of Business Transformation Management Methodology, Gower Publishing.</li> <li>• Wunder, Thomas (2016): Essentials of Strategic Management. Effective Formulation and Execution of Strategy: Schäffer-Poeschel Verlag für Wirtschaft Steuern Recht GmbH.</li> <li>• Wunder, T. (Hrsg.; 2019): Rethinking Strategic Management. A. Aufl. Cham, Switzerland: Springer International Publishing.</li> </ul>

## M2.2.2 Management Workshops

<b>Module</b>	M2.2.2
<b>Type of module</b>	Compulsory
<b>Name(s) of lecturer(s)</b>	Various professors and company lecturers Prof. Dr. Dominic Wader Building 17, office 116, Tel.: 07121 271 3065 <a href="mailto:dominic.wader@reutlingen-university.de">dominic.wader@reutlingen-university.de</a>
<b>Language of instruction</b>	English / German
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)

<b>Contact hours</b>	2 hours per week (SWS); primarily as a teaching block during the block week of the study programme
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Participants will develop an advanced understanding of theoretical and practical aspects of business administration and various business models.</li> <li>• <b>Methodological competencies:</b> ability to analyze and critically assess business models and management issues; problem solving in management issues.</li> <li>• <b>Social competencies:</b> argue for or against positions in front of audiences; develop results in discussions in various team set ups; apply effective written and oral communication skills.</li> <li>• <b>Personal competencies:</b> awareness of own potential in analyzing and assessing business models and management issues; awareness for own argumentation skills.</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<b>CG 4:</b> Students discuss and evaluate various real life case studies with company representatives.
<b>Content / indicative syllabus</b>	Discuss current topics of management with executives of well-known companies
<b>Teaching and learning methodology</b>	Case studies, presentations, discussions From time to time, case studies take place at various companies (external visits)

## M2.3 Digital Marketing

<b>Module</b>	M2.3
<b>Type of module</b>	Compulsory
<b>Name(s) of lecturer(s)</b>	Prof. Dr. Yvonne Graf <a href="mailto:Yvonne.Graf@Reutlingen-University.DE">Yvonne.Graf@Reutlingen-University.DE</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	5 ECTS
<b>Total workload</b>	150 h (60 h attendance, 90 h self-study)
<b>Contact hours</b>	4 hours per week (SWS)

<b>Weighting of grade within programme</b>	5/90
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>○ Students will learn how to develop and implement data-driven digital marketing strategies that are aligned with broader business goals and to reflect a deep understanding of market trends, customer behaviour, and emerging technologies.</li> <li>○ After the course, they will be able use marketing analytics tools and methodologies to measure and evaluate the performance of digital marketing campaigns.</li> <li>○ Students will be able to critically evaluate a personal brand in digital media and understand how a certain evaluation can occur.</li> <li>○ Students will learn to communicate and collaborate effectively with cross-functional teams and stakeholders, including providing clear and compelling presentations of digital marketing strategies and activities.</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>○ Students will be able to develop and execute effective digital marketing campaigns across various channels, including e.g., social media channels.</li> <li>○ The course will teach best practice tools and technologies to support marketing campaigns.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>○ Students will work in groups towards a common goal and thus will be able to collaborate effectively.</li> <li>○ Students will learn how to communicate digital marketing strategies and activities to diverse stakeholders.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>○ Students will demonstrate creativity and innovation in developing digital marketing strategies and tactics that address real-world business challenges.</li> <li>○ In the course, they will learn to cultivate a growth mindset and willingness to learn and adapt to new technologies, techniques, and trends in the fast-evolving field of digital marketing.</li> </ul> </li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG5:</b> Through a combination of theoretical instructions and practical exercises, students will learn how to apply digital activities and tools to approach diverse customer segments and meet the specific needs of users. Building on this, they will be able to develop customized digital marketing campaigns.</p> <p><b>CG6:</b> Students will gain a comprehensive understanding of digital marketing analytics, including key performance indicators (KPIs). They will learn</p>



	how to choose the appropriate metrics to measure customer behavior and engagement, and how to analyze the results to gain valuable insights into customer preferences and needs. Through practical exercises and real-world case studies, they will develop the ability to use these insights to make data-driven recommendations.
<b>Content / indicative syllabus</b>	<ul style="list-style-type: none"> <li>• Digital marketing strategy</li> <li>• Digital marketing activities</li> <li>• Digital marketing channels</li> <li>• Digital marketing analytics</li> <li>• AI in marketing</li> <li>• Personal branding</li> </ul>
<b>Teaching and learning methodology</b>	A mixture of learning methods is applied: <ul style="list-style-type: none"> <li>• Interactive teaching with discussions</li> <li>• Project work in small groups</li> <li>• Presentations and written assignments</li> <li>• Case studies</li> </ul>
<b>Miscellaneous</b>	Guest lecture/workshop if applicable
<b>Indicative reading list</b>	Chaffey, D. & Ellis-Chadwick, F. (2019). <i>Digital Marketing. Strategy, Implementation and Practice</i> (7 <sup>th</sup> edition). Pearson.

## M2.4 Electives International Management

<b>Module</b>	M2.4
<b>Semester</b>	2 Semester
<b>Duration of module</b>	1 Semester
<b>Type of module</b>	Elective (1 out of 3)
<b>Courses included in the module</b>	M2.4.A Futures Thinking M2.4.B Industrie 4.0 & Entrepreneurship M2.4.C Sustainability Dynamics
<b>How frequently is the module offered</b>	Each semester; electives offered may vary each semester.
<b>Admission requirements</b>	Knowledge from the first semester of the programme
<b>Level</b>	Master
<b>Module coordinator / responsible professor</b>	Prof. Dr. Dominic Wader Building 17, office 116, Tel.: 07121 271 3065 <a href="mailto:dominic.wader@reutlingen-university.de">dominic.wader@reutlingen-university.de</a>
<b>Credits (ECTS)</b>	5 ECTS

<b>Learning outcomes of the course</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> The qualification goal is to take on personnel responsibility taking into account national and cultural influences.</li> <li>• <b>Interdisciplinary competencies, professional qualifications:</b> The students are able to establish connections and cross-links between different areas of business administration and to integrate them into an overall framework.</li> <li>• <b>Social competencies, key competencies:</b> Students learn and deepen social skills and further develop their personality.</li> <li>• <b>Personal competencies:</b> The students become competent interlocutors and are able to communicate in a qualified manner with responsible persons in companies and develop solutions to problems for companies.</li> </ul>
<b>Examination / type of assessment</b>	Depends on elective (see lecture-level)
<b>Weighting of grade within programme</b>	5/90

#### M2.4.A Futures Thinking

<b>Module</b>	M2.4.A
<b>Type of module</b>	Elective / Wahlpflicht
<b>Name of lecturer</b>	Prof. Dr. Elizabeth Hofvenschiöld Tel.: 07121 271 3143 <a href="mailto:Elizabeth.Hofvenschioeld@Reutlingen-University.DE">Elizabeth.Hofvenschioeld@Reutlingen-University.DE</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	5 ECTS
<b>Total workload and breakdown</b>	150 h (60 h Presence, 90 h Self Study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes of the course</b>	<ul style="list-style-type: none"> <li>• <b>Fachliche Kompetenzen (Professional Competencies):</b> Students will develop skills on how to deal with dynamic, complex and uncertain social and business environments, in particular in regard to the future, long term strategy formulation and decision making, by applying principles of Futures Thinking and tools such as horizon scanning, trend research, and the futures wheel.</li> <li>• <b>Fachübergreifende Kompetenzen (Methodological Competencies):</b> Students will enhance their decision-making skills by challenging mental models, making sense of the future, making decisions in uncertainty, and creating ideas about preferred futures</li> <li>• <b>Soziale Kompetenzen (Social Competencies):</b> Students will apply their oral and written communication skills through the interactive nature of the course. Furthermore, they will</li> </ul>

	<p>apply their team skills by developing results in discussions and in a trends research exercise, for example.</p> <ul style="list-style-type: none"> <li>• <b>Persönliche Kompetenzen (Personal Competencies):</b> Students will gain knowledge and competencies in analyzing and assessing changes in the business environment and linking these insights to strategy formulation and will gain experience in working and collaborating in a hybrid environment.</li> </ul>
<b>Course-specific contribution to competency goals</b>	<p><b>CG 3:</b> Students will reflect on the social, technical, economical, and ethical implications of emerging trends and their interrelationships. These reflections will support ethical strategic decision making and responsible innovation in the business environment.</p> <p><b>CG 4:</b> Futures Thinking is a dynamic capability. Students will learn to apply methods of futures thinking to multiple areas in the business environment, particularly to strategic planning.</p> <p><b>CG 6:</b> Students will learn to identify emerging technology trends and determine their impacts on diverse areas of business and on the future of work in general.</p>
<b>Content/ indicative syllabus</b>	<ul style="list-style-type: none"> <li>▪ Introduction to Futures Thinking</li> <li>▪ Understanding change – models of change, change drivers, assumptions of change, and implications of change</li> <li>▪ Selected tools of Futures Thinking: horizon scanning, 3 horizons, trend research, causal layered analysis, futures wheel, backcasting, and futures communication</li> <li>▪ Deep dive into emerging technology trend research (identification and description)</li> <li>▪ Development of a preferred futures narrative based on trends with application to a specific business area of interest <sup>[SEP]</sup></li> </ul>
<b>Teaching and learning methods</b>	Seminar style lectures including presentations from students, discussions, coaching by instructor, workshops, individual research and group work.
<b>Miscellaneous</b>	Occasional guest speaker
<b>Indicative reading list</b>	<p>Bengston, D. N. (2016) The Futures Wheel: A Method for Exploring the Implications of Social Ecological Change, <i>Society &amp; Natural Resources</i>, 29:3, 374-379</p> <p>Curry, A. &amp; Hodgson, A. (2008) Seeing in Multiple Horizons: Connecting Futures to Strategy. <i>Journal of Futures Studies</i>, 13(1):1-20</p> <p>Day, G. S. &amp; Schoemaker, P. J. H. (2006). <i>Peripheral vision: detecting weak signals that will make or break your company</i>. Boston: Harvard Business School Press</p> <p>Hines, A. &amp; Bishop, P. (2015). <i>Thinking About the Future: Guidelines for Strategic Foresight</i>. Houston: Hinesight</p>

	<p>Inayatullah, S. (2007) <i>Questioning the Future: Methods and Tools for Organizational and Societal Transformations</i> (3rd Ed.), Tamsui, Taiwan: Tamkang University</p> <p>O'Reilly, T. (2017). <i>What's the Future and Why It's up to Us</i>. London: Random House Business Books</p> <p>Slaughter, R. (2022). The IT revolution part 4: Transcending the matrix. <i>Futures</i>, Vol. 135, Jan. 2022, 102869</p> <p>Taleb, N.N. (2007) <i>The Black Swan: The impact of the highly improbable</i>. New York: Random House</p> <p>Voros, J. (2003). A Generic Foresight Process Framework. <i>Foresight</i>, Vol. 5, no. 3:10-21</p>
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## M2.4.B Teamwork in Organizations

Module	M2.5.B
Type of module	Elective / Wahlpflicht
Name of lecturer	Prof. Dr. Hazel Grünewald Building 17, Office 005, Tel.: 0171 9393218 <a href="mailto:hazel.gruenewald@reutlingen-university.de">hazel.gruenewald@reutlingen-university.de</a>
Language of instruction	English
Credits (ECTS)	5
Total workload	150 hours (60 hours f2f; 90 hours self study)
Contact hours	30 hours a week (SWS) for 2 weeks
Learning outcomes	<p>After successful completion of this course the students should:</p> <p><b>Professional competencies</b></p> <ul style="list-style-type: none"> <li>have gained an understanding of key concepts, models and practices within the field of teamwork in organisations such as personality, motivation, team dynamics and effectiveness, culture and change; appreciation of how theories can be translated into practical applications.</li> </ul> <p><b>Methodological competencies</b></p> <ul style="list-style-type: none"> <li>have the competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards. The ability to be able to stand back and view complex situations in perspective and to think critically about teams and what happens in them.</li> <li>have a solid and broad toolkit to enable them to manage working in diverse teams</li> </ul> <p><b>Social competencies</b></p> <ul style="list-style-type: none"> <li>have developed their interpersonal skills (e.g. communication, influencing, resolving conflict, team skills, leadership skills etc)</li> </ul>

	<ul style="list-style-type: none"> <li>demonstrate skills in essay writing, general written communication and presentation skills</li> <li>be able to talk about and understand how and why they are the way they are</li> <li>have increased their emotional intelligence and better understand how other team members tick and what motivators or triggers potentially influence their behaviour and reactions</li> </ul> <p><b>Personal competencies</b></p> <ul style="list-style-type: none"> <li>be able to reflect on and have gained a deeper insight into why things are the way they are</li> <li>have increased their tolerance for ambiguity, adaptability and resilience in the face of challenges</li> </ul>
<p><b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b></p>	<p><b>CG 1:</b> During the course students work in culturally diverse student groups on several business cases and develop presentations and/or short written reports in English.</p> <p><b>CG 2:</b> Students work in culturally diverse teams. They focus on challenges of managing organizational behaviors in an international context. Additionally, students learn how to assess (national or organizational) culture as well as the challenges culture poses. Students reflect upon the cultural variables that impact decision making in a global business environment – embedded assessment by way of IES (Intercultural Efficiency Scale) online test and personal development plan.</p> <p><b>CG 3:</b> Ethical aspects of several topics will be discussed, e.g. ethical aspects when motivating or leading people, ethical aspects of diversity management. Students will learn to identify ethical problems in business cases and will determine appropriate theories/approaches to tackle a specific challenge. Students will reflect and become aware of the positive and negative consequences of their decisions.</p> <p><b>CG 4:</b> Students will have tools to develop innovative solutions for team scenarios. Finally, students will be aware of the legal, economic and ethical consequences of their decisions.</p> <p><b>CG 5:</b> Students will apply team charters and regulations to real-life scenarios</p> <p><b>CG 6:</b> Students will develop netiquette rules and consider the most effective ways of working digitally.</p>
<p><b>Content / indicative syllabus</b></p>	<p>The course will give you a chance to explore your leadership style and understand your strengths and weaknesses with psychometric profiling. You will also gain an insight into different cultures, so that you can navigate successfully in global and diverse teams.</p> <p>The learning experience will be practice-oriented so that you have a chance not only to think about, but also test new approaches towards working in teams. By the end of the course, you will have a better understanding of who you are, how you tick and how others tick differently from you.</p>

<b>Teaching and learning methodology</b>	Lectures with discussions, case studies, videos, research, group discussions, self-inventories, simulations.
<b>Miscellaneous</b>	---
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>– Buelens, M., Sinding, K., Waldström, C. et al. (2011), <i>Organisational Behaviour</i>. (4th ed.). McGraw-Hill Higher Education.</li> <li>– Chhokar, J. S., Brodbeck, F. C., &amp; House, R. J. (Ed.) (2008), <i>Culture and Leadership Across the World. The GLOBE Book of In-Depth Studies of 25 Societies</i>. Taylor &amp; Francis.</li> <li>– Duarte, D.L., &amp; Snyder, N.T., (2006). <i>Mastering Virtual Teams: Strategies, Tools and Techniques that Succeed</i>. (3<sup>rd</sup> ed.). Jossey-Bass Inc.</li> <li>– Kotter, J. P. (2010). <i>Leading change</i>. Harvard Business University Press</li> <li>– Lauer, T. (2021). <i>Change management: fundamentals and success factors</i>. Springer</li> <li>– Meyer, E. (2014). <i>The Culture Map. Decoding how People Think, Lead, and Get Things Done Across Cultures</i>. Public Affairs.</li> <li>– Northouse, P. G. (2019). <i>Leadership. Theory &amp; Practice</i>. (8th ed.). Sage.</li> <li>– Robbins, S. P., Campbell, T. &amp; Judge, T. A. (2019). <i>Organizational Behavior</i>. (18th ed., global ed.). Pearson.</li> <li>– Yukl, G. (2013). <i>Leadership in Organizations</i>. (8th ed.), Pearson.</li> </ul>

## M2.4.C Sustainability Dynamics

<b>Module</b>	M2.4.C
<b>Type of module</b>	Elective / Wahlpflicht
<b>Name of lecturer</b>	Prof. Dr. Florian Kapmeier Building 5, office 111, Tel.: 07121 271 3104 <a href="mailto:Florian.Kapmeier@reutlingen-university.de">Florian.Kapmeier@reutlingen-university.de</a>
<b>Language of instruction</b>	English
<b>Credits (ECTS)</b>	5 ECTS
<b>Total workload and breakdown</b>	150 h (60 h Presence, 90 h Self Study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes of the course</b>	Why do so many business and/or sustainability strategies fail? Why do we see so few high sustainability impact actions that transform markets and organizations towards environmental and social sustainability, despite ev-

idence of successful efforts? Why do so many actions fail to produce lasting results? Why do many businesses suffer from periodic crises, fluctuating sales, earnings, and morale? Why do some firms grow while others stagnate? How do once-dominant firms lose their competitive edge? How could companies avoid being accused of “greenwashing”? How can firms assess high-leverage policies against the climate crisis? And how can a firm identify and design high-leverage policies, policies that are not thwarted by unanticipated side effects?

Accelerating economic, technological, social, and environmental change challenge managers to learn at increasing rates (the “great acceleration”). And we must increasingly learn how to design and manage complex systems with multiple feedback effects, long time delays, and nonlinear responses to our decisions. Yet learning in such environments is difficult, precisely because we never confront many of the consequences of our most important decisions. Effective learning in such environments requires methods to develop systems thinking, to represent and assess such *dynamic complexity* – and tools managers can use to accelerate learning throughout an organization.

Upon completion of this strategy course, participants will have developed the following competencies:

**Professional competencies:**

- Students are introduced to systems thinking and the system dynamics modeling methodology.
- They apply system dynamics to corporate challenges in the area of strategy, corporate environmental sustainability, organizational change, and policy design.
- Students will learn to visualize a business organization in terms of the structures and policies that create dynamics and regulate performance.
- In particular, they will improve their understanding of the ways in which an organization's performance is related to its internal structure and operating policies as well as those of sustainability, customers, competitors, and suppliers.
- Students will build their own simulation models, use interactive management flight simulators, and work with case studies to develop conceptual and modeling skills for the design and management of organizations in a dynamic world.
- They will learn principles for effective use of modeling in the real world.
- (no prior programming skills necessary)

The module contributes to the profile in Strategy.

**Methodological competencies:**

- Students will develop an understanding of dynamic complexity, inherent in most business situations of policy-design and decision-making with special focus on corporate environmental and social sustainability.
- They will learn how to carefully analyze complex systems, understand over-time-behavior, and the impacts of time delays, non linear relationships, and feedbacks.



	<ul style="list-style-type: none"> <li>Students will learn to recognize and deal with situations where policy interventions are likely to be delayed, diluted, or defeated by unanticipated reactions and side effects.</li> <li>Students get to work with role-playing games, simulation models, case studies, and management flight simulators to develop principles of policy design for successful management of complex strategies.</li> <li>They will have a chance to use state of the art software for computer simulation and gaming (no prior computer modeling experience is needed).</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>Students will improve their ability to work in teams in order to analyze complex business challenges.</li> <li>They will also refine their oral and written communication skills because of the interactive nature of the course.</li> <li>Through teamwork under time pressure and diversity in class, students will develop social and intercultural skills, including giving and receiving feedback.</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>Students will improve their analytical and problem-solving skills. Students will be better aware of dynamic complexity.</li> <li>Students learn about high-impact sustainability actions.</li> <li>They will learn about their own position and the impact of own behavior, policy-design, and strategic decision-making on the complex system in which they themselves – as decision-makers - are embedded.</li> </ul>
<b>Course-specific contribution to competency goals</b>	<p><b>CG1:</b> The course is taught in English. By completion of the course, students will be able to understand and articulate the basic idea of system dynamics and its fields of application in English. In particular, students will be able to critically analyze issues that companies and societies need to deal with and find solutions.</p> <p><b>CG3:</b> Ethical aspects play an important role in this course, be it in understanding the dynamics of epidemics and vaccinations, the dynamics of companies' too fast growth, which is often followed by a bust, the critical aspect of (too much) consumption in the affluent countries of the world, the reflection on what really makes humans happy, the impact of climate change on inequalities and the role of the Global South. A special focus of the class is the realizing of the differences in wealth of the different countries of the world when students engage in the simulation-based roleplay Climate Action Simulation. Here, students represent different global stakeholders and blocks of the world, and they need to find an international agreement on how to reduce GHG emissions in order to stabilize the temperature rise below 2 °C over pre-industrial times. Students realize/feel the tension between the developed and the developing countries of the world.</p> <p><b>CG4:</b> In this course, students realize that many management tools cut off feedback loops that the world actually consists of. Students learn a different way of thinking of how to approach complex issues that the world is</p>

	<p>dealing with, including feedback-loops, time delays, and non-linearities – all of which combined enable students to realize the roots of counterintuitive behavior of problem situations.</p> <p><b>CG5:</b> Students develop quantitative simulation models in class and in assignments. They collect and analyze both qualitative and quantitative data. They transfer the data into dynamic simulation models, validate and analyze them, and generate recommendations for policy-designers and decision-makers. And learn to describe, to present, to analyse and to interpret quantitative information. They are able to derive conclusions, to obtain significant results and make recommendations in a business setting.</p> <p><b>CG6:</b> Students are introduced to changes in business models through capabilities in digital technology. They also learn how data can support managerial decision-making, using dynamic simulation models.</p>
<b>Content/ indicative syllabus</b>	<ul style="list-style-type: none"> <li>▪ State of the World</li> <li>▪ Systems thinking for sustainability: Principles and tools</li> <li>▪ Dynamics of simple systems, human behavior, and sustainability</li> <li>▪ Application of the systems perspective to sustainability issues, such as limits to growth, managing natural resources, pandemics</li> <li>▪ Building capabilities for sustainability</li> <li>▪ Aspects of Limits to Growth: planetary boundaries; populations; economies; tourism growth and waste management in Small Island States; “Limits to Growth study; Earth4All study; organizations (example of PEOPLExpress with “management flight simulator”)</li> <li>▪ Climate action: where is the leverage? (roleplaying game)</li> <li>▪ Social sustainability: happiness, (over)consumption</li> <li>▪ Dynamics of pandemics (such as SARS-Covid-19) and Diffusion of new products in the market)</li> <li>▪ Examples of system dynamics-based research on sustainability issues</li> </ul>
<b>Teaching and learning methods</b>	Interactive lecture, case studies, videos, interactive simulators, and (award-winning) management games
<b>Miscellaneous</b>	Occasional guest speaker
<b>Indicative reading list</b>	<p>Lecture handout with list of references, case studies, current sustainability reports and articles, amongst others:</p> <ul style="list-style-type: none"> <li>– Booth Sweeney, L. &amp; Sterman, J.D. (2000). Bathtub dynamics: initial results of a systems thinking inventory, <i>System Dynamics Review</i>, 16(4): 249-286.</li> <li>– Creutzig, F., &amp; Kapmeier, F. (2020). Engage, don't preach: Active learning triggers climate action. <i>Energy Research &amp; Social Science</i>, 70, 101779.</li> <li>– Herrington, G. (2021). Update to limits to growth: Comparing the world3 model with empirical data. <i>Journal of Industrial Ecology</i>. 25: 614– 626.</li> </ul>

	<ul style="list-style-type: none"> <li>– Kapmeier, F., &amp; Gonçalves, P. (2018). Wasted paradise? Policies for Small Island States to manage tourism-driven growth while controlling waste generation: the case of the Maldives. <i>System Dynamics Review</i>, 34(1-2): 172-221.</li> <li>– Kapmeier, F., Greenspan, A. S., Jones, A. P., &amp; Sterman, J. D. (2021). Science-based analysis for climate action: how HSBC Bank uses the En-ROADS climate policy simulation. <i>System Dynamics Review</i>, 37(4): 333-352.</li> <li>– Repenning N. and J.D. Sterman (2001) "Nobody ever gets credit for fixing problems that never happened". <i>California Management Review</i>, 43(4):64-88.</li> <li>– Rooney-Varga, J. N., Sterman, J. D., Fracassi, E., Franck, T., Kapmeier, F., Kurker, V., Johnston, E., Jones, A. P., &amp; Rath, K. (2018). Combining role-play with interactive simulation to motivate informed climate action: Evidence from the World Climate simulation. <i>Plos One</i>, 13(8), e0202877.</li> <li>– Rooney-Varga, J. N., Kapmeier, F., Sterman, J. D., Jones, A. P., Putko, M., &amp; Rath, K. (2020). The Climate Action Simulation. <i>Simulation &amp; Gaming</i>, 51(2), 114–140.</li> <li>– Steffen et al. (2015). Planetary boundaries: Guiding human development on a changing planet. <i>Science</i>, 347(6223), 1259855.</li> <li>– Sterman, J.D. (2000). <i>Business Dynamics. Systems Thinking and Modeling for a Complex World</i>. Irwin McGrawHill.</li> <li>– Sterman, J.D. (2012). "Sustaining sustainability: creating a systems science in a fragmented academy and polarized world." <i>Sustainability science</i>. Springer New York, 2012. 21-58.</li> <li>– Sterman (2013). <i>Stumbling towards Sustainability: Why organizational learning and radical innovation are necessary to build a more sustainable world—but not sufficient</i>. R. Henderson, M. Tushman and R. Gulati (eds.) <i>Organizational &amp; Strategic Change and the Challenge of Sustainability</i>. Oxford University Press.</li> </ul>
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## M2.5 International Sales & Innovation Management

<b>Module</b>	M2.5
<b>Semester</b>	2 Semester
<b>Duration of module</b>	1 Semester
<b>Type of module</b>	Compulsory
<b>Courses included in module</b>	M2.5.1 International Sales M2.5.2 Innovation Management
<b>How frequently is the module offered</b>	Once per semester

<b>Admission requirements</b>	None
<b>Level</b>	Master
<b>Responsible professor / module coordinator</b>	Prof. Dr. Marco Schmäh Building 5, office 213A, Tel.: 07121 271 3018 <a href="mailto:Marco.Schmaeh@reutlingen-university.de">Marco.Schmaeh@reutlingen-university.de</a>
<b>Credits (ECTS)</b>	6 ECTS
<b>Learning outcomes of the course</b>	For a detailed competency description, see competencies in courses 'International Sales' & 'Innovation Management'.
<b>Examination / type of assessment</b>	PA: International Sales 2/3, Innovation Management (1/3)
<b>Weighting of grade within programme</b>	7/90

### M2.5.1 International Sales

<b>Module</b>	M2.5.1
<b>Type of module</b>	Compulsory
<b>Name of lecturers</b>	Prof. Dr. Marco Schmäh
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	4 ECTS
<b>Total workload</b>	120 h (60 h attendance, 60 h self-study)
<b>Contact hours</b>	4 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> e.g. gaining expert knowledge in the sales field, adopting subject-specific teaching and learning methodology such as value-based selling competencies, learning about scientific teaching and learning methodology for strategy development, developing problem-solving strategies for complex sales; problems being introduced to instruments of digital sales such as digital business models or digital procurement tools</li> <li>• <b>Methodological competencies:</b> e.g. developing interdisciplinary skills on the subjects of leadership and team management as well as decision-making and intuition</li> <li>• <b>Social competencies:</b> e.g. learning teamwork and cooperation skills in role-playing games, learning and applying intercultural competence in case studies</li> <li>• <b>Individual competencies:</b> e.g. showing problem-solving and decision-making skills in role-plays, demonstrating self-management and autonomy when writing a paper, practicing teamwork while working on assignments</li> </ul>
<b>Course-specific contributions to AoL</b>	<b>CG 2:</b> Students learn to adapt their behaviour according to intercultural aspects.

<b>competency goals (CG 1 - 6)</b>	<p><b>CG 3:</b> Students reflect upon the ethical consequences of their actions in sales negotiations and acquisitions.</p> <p><b>CG 4:</b> Students reflect upon the context of the B2B customer acquisition process and its complexities when designing the perfect sales strategy. They reflect upon the consequences of the B2B customer needs and wants for the supply chain and they develop scientific solutions for complex B2B sales problems– assessed in the context of a group project and presentation.</p> <p><b>CG 5:</b> Students will be able to apply new digital business models, methods of digital selling as well as understand digital procurement as a relevant sales instrument. Students also learn about eprocurement strategies and tools so that they can adapt to the procurement strategies of their customers.</p>
<b>Content / indicative syllabus</b>	<ul style="list-style-type: none"> <li>• Sales Management Basics</li> <li>• Strategic and Operative Sales Management</li> <li>• Value Based Selling Concept</li> <li>• Service Management in B2B</li> <li>• Sales Strategy</li> <li>• Intuition and Decision-Making</li> <li>• Leadership and Team Leadership</li> <li>• Pricing and Negotiations</li> </ul>
<b>Teaching and learning methodology</b>	Lectures, guest lectures, role-plays, workshops, case studies
<b>Miscellaneous</b>	e.g. Online lectures, guest lectures etc.
<b>Indicative reading list</b>	<ul style="list-style-type: none"> <li>• Homburg, Christian, Schäfer, Heiko, Schneider, Janna: Sales Excellence, Wiesbaden: Springer/ Gabler 2016</li> <li>• Dixon, Matthew; Adamson, Brent: The Challenger Sale. London 2013 oder München 2017</li> </ul>

## M2.5.2 Innovation Management

<b>Module</b>	M2.5.2
<b>Type of module</b>	Compulsory
<b>Name of lecturer</b>	Nico N. Zimmermann
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	3 ECTS
<b>Total workload</b>	60h
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> Learn about essential aspects of innovations and tasks of innovation management Differentiate between different forms of innovations and their specific characteristics</li> </ul>

	<p>Gain knowledge of closed and open innovation processes and their areas of application</p> <p>Understand the relevance of innovation culture for organizations</p> <p>Learn about evaluation approaches and basic risk management tools in innovation projects</p> <ul style="list-style-type: none"> <li>• <b>Methodological competencies:</b> Problem-solving and decision-making skills Application of creativity techniques and agile, user-centred approaches to realise innovations</li> <li>• <b>Social competencies:</b> e.g. learning teamwork and cooperation skills</li> <li>• <b>Personal competencies:</b> Enhance discussion and presentation skills</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 4:</b> Students evaluate innovation projects based on innovation strategies and tools and apply creativity techniques.</p> <p><b>CG 5:</b> Students learn the organizational requirements to foster entrepreneurial mindset and innovation.</p>
<b>Content / indicative syllabus</b>	<ol style="list-style-type: none"> <li>1. Invention, innovation and innovation management</li> <li>2. Types of innovations</li> <li>3. Innovation processes in organizations</li> <li>4. Methodological approaches to creativity, evaluation and implementation in innovation projects</li> <li>5. Innovation culture in organizations</li> <li>6. Innovation strategies for organizations</li> <li>7. Business model innovation</li> <li>8. Influencing factors of innovation success</li> <li>9. Risk management for innovation projects</li> </ol>
<b>Teaching and learning methodology</b>	Lecture, exercises and discussions; Case studies; Guest lecturers
<b>Miscellaneous</b>	– If applicable; participation in innovation challenges
<b>Indicative reading list</b>	– Provided in lecture

## M2.6 Electives Business Language II (1 out of 5)

<b>Module</b>	M2.6
<b>Semester</b>	2 Semester (two-semester programme)
<b>Duration of module</b>	1 Semester (two-semester programme)
<b>Type of module</b>	Elective
<b>Courses included in the module</b>	M2.6.A Business English II M2.6.B Business French II M2.6.C Business Spanish II M2.6.D Business Chinese II M2.6.E Business German II
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	None
<b>Academic level</b>	Master
<b>Recognition of module</b>	Priorities: programme, ESB, university
<b>Module coordinator/responsible professor</b>	Prof. Yoany Beldarrain (Ph.D) Building 5, Room office 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Credits (ECTS)</b>	2 ECTS
<b>Learning outcomes</b>	Language skills at respective language level (see language for details)
<b>Type of assessment/prerequisites for awarding of ECTS</b>	Continuous assessments (CA) consisting of: written assignment (40%), oral assignment (40%), active participation and attendance (20%). All continuing assessments are determined at the course level.
<b>Weighting of grade</b>	2/90

### M2.6.A Business English II

<b>Module</b>	M2.6.A
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Successful completion of Business English I.
<b>Academic level</b>	Course is conducted at C1.2 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on semester: Steven Kerns, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Language of instruction</b>	English



<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. After the successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will confidently and appropriately use common Business English buzzwords, idioms and phrases.</li> <li>– Students will confidently use negotiation tactics.</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will apply appropriate grammar, punctuation and spelling conventions when writing.</li> <li>– Students will compare/contrast the differences when doing business in the eastern versus western cultures.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>– Students will apply networking and teambuilding skills within a multicultural context.</li> <li>– Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios.</li> <li>– Students will confidently and professionally discuss ideas.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will confidently use the English language—verbally—for different purposes, including business situations and job interviews.</li> <li>– Students will improve their vocabulary and skills based on their individual competency level.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	<p>The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).</p> <p>Preparing for the job market</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Compare/contrast different CV styles from different countries/job markets</li> <li>2. Write a professional cover letter/submission email</li> <li>3. Professional/business etiquette for expressing interest in job postings</li> <li>4. Demonstrate interview skills (telephone, virtual, firing squad, case interviews)</li> <li>5. S.M.A.R.T goals</li> </ol> <p>International/intercultural communication</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Use diplomatic language within different cultural contexts</li> <li>2. East meets west comparison</li> <li>3. Professional negotiation tactics &amp; persuasion</li> </ol> <p>Open topics depending on need</p>

	<ol style="list-style-type: none"> <li>1. Business buzz words and idioms</li> <li>2. Written communication (grammar, style, etc)</li> <li>3. Verbal communication</li> <li>4. Expressing cause &amp; effect</li> </ol>
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, case studies, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business English courses are tailored to the needs of the IACT and IBD students.
<b>Indicative reading list</b>	<p><u>Possible resources include:</u></p> <ul style="list-style-type: none"> <li>• English Grammar: Understanding the Basics (2010) By Evelyn P. Altenberg, Robert M. Vago, Cambridge University Press</li> <li>• The New English Grammar: With Phonetics, Morphology and Syntax (2010) By Horace Dalmolin, Tate Publishing</li> <li>• Oxford Business English Dictionary (2006) By Dylis Parkinson &amp; Joseph Noble, Oxford University Press</li> <li>• Collins COBUILD-International Business English Dictionary (2011) By Sandra Anderson, Harper Collins Publishers</li> <li>• Business English: The Writing Skills You Need for Today's Workplace (2010) By Andrea B. Geffner, Barron's Publishers</li> <li>• How to Write Effective Business English: The Essential Toolkit (2009) By Fiona Talbot, Kogan Ltd. Publishers</li> </ul>

## M2.6.B Business French II

<b>Module</b>	M2.6.B
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Successful completion of previous language level in Semester 1.
<b>Academic level</b>	For French, courses are offered at the B1 to C1 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	<p>Depends on course level:  For Business French: Anne-Marie Labbé, Veronique Förstel, otherwise contact:  Prof. Yoany Beldarrain (Ph.D)  Building 5, office 114, Tel.: 07121 271 3101  <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>  Prof. Dr. Niamh O'Mahony  Building 17, office 113, Tel.: 07121 271 3028  <a href="mailto:Niamh.Omahony@reutlingen-university.de">Niamh.Omahony@reutlingen-university.de</a></p>
<b>Language of instruction</b>	French
<b>Credits (ECTS)</b>	2 ECTS

<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language.</li> <li>– Students will demonstrate best practices for business communication skills in the target language.</li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with France as well as the ways of life and business life in French-speaking countries.</li> <li>– Students will become aware of current economic developments and problems in French-speaking countries.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Specialties</b>	The Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	<p>For Business French:</p> <ul style="list-style-type: none"> <li>– To be announced in class (depends on the course level).</li> </ul>

## M2.6.C Business Spanish II

<b>Module</b>	M2.6.C
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Successful completion of previous language level in Semester 1.
<b>Academic level</b>	For Spanish, courses are offered at the A1 to C1.2 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis Figueroa, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Language of instruction</b>	Spanish
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language.</li> <li>– Students will demonstrate best practices for business communication skills in the target language.</li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b></li> </ul>

	<ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with Spain and Latin-American countries as well as the ways of life and business life in Spanish-speaking countries.</li> <li>– Students will become aware of current economic developments and problems in Spanish-speaking countries.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business Spanish courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	For Business Spanish: <ul style="list-style-type: none"> <li>• Meta Professional A1-A2 Spanisch für den Beruf (2015)/Klett</li> <li>• Meta Professional B1 Spanisch für den Beruf (2015)/ Klett</li> <li>• Further Indicative reading list will be announced in class, especially for higher levels.</li> </ul>

## M2.6.D Business Chinese II

<b>Module</b>	M2.6.D
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Successful completion of previous language level in Semester 1.
<b>Academic level</b>	For Chinese, courses are offered at the A1 to B1 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business Chinese: Xiaohui Xu, Ying Feng, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a> Prof. Dr. Niamh O´Mahony Building 17, office 113, Tel.: 07121 271 3028 <a href="mailto:Niamh.Omahony@reutlingen-university.de">Niamh.Omahony@reutlingen-university.de</a>
<b>Language of instruction</b>	Chinese

<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language.</li> <li>– Students will demonstrate best practices for business communication skills in the target language.</li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b> <ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> </ul> </li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with China as well as the ways of life and business life in China.</li> <li>– Students will become aware of current economic developments and problems in China.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business Chinese courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	<p>For Business Chinese:</p> <ul style="list-style-type: none"> <li>– To be announced in class (depends on the course level).</li> </ul>

## M2.6.E Business German II

<b>Module</b>	M2.6.E
<b>Type of module</b>	Elective
<b>Admission requirements</b>	Successful completion of previous language level in Semester 1.
<b>Academic level</b>	For German, courses are offered at the A1 to C1.2 level.
<b>Recognition of module</b>	Master
<b>Name(s) of lecturer(s)</b>	Depends on course level: For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Cwejn, Martin Böhler, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 <a href="mailto:Yoany.Beldarrain@reutlingen-university.de">Yoany.Beldarrain@reutlingen-university.de</a>
<b>Language of instruction</b>	German
<b>Credits (ECTS)</b>	2 ECTS
<b>Total workload</b>	60 h (30 h attendance, 30 h self-study)
<b>Contact hours</b>	2 hours per week (SWS)
<b>Learning outcomes</b>	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language.</li> <li>– Students will demonstrate best practices for business communication skills in the target language.</li> <li>– On all levels, students will improve their communication skills according to their individual capabilities.</li> <li>– Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level.</li> <li>– Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).</li> </ul> </li> <li>• <b>Methodological competencies:</b> <ul style="list-style-type: none"> <li>– Students will analyze and discuss different topics related to business communication.</li> </ul> </li> <li>• <b>Social competencies:</b></li> </ul>



	<ul style="list-style-type: none"> <li>– Students will interact in the target language for various purposes and with different types of audiences.</li> <li>– Students will improve their intercultural awareness and intercultural communication competencies.</li> <li>• <b>Personal competencies:</b> <ul style="list-style-type: none"> <li>– Students will improve self-confidence using the target language for different purposes, including business situations.</li> <li>– Students will become familiar with Germany as well as the ways of life and business life in German-speaking countries.</li> <li>– Students will become aware of current economic developments and problems in German-speaking countries but especially in Germany.</li> </ul> </li> </ul>
<b>Content/ indicative syllabus</b>	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
<b>Teaching and learning methodology</b>	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
<b>Miscellaneous</b>	The Business German courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
<b>Indicative reading list</b>	For Business German: <ul style="list-style-type: none"> <li>– To be announced in class (depends on the course level).</li> </ul>

## M3.A International Study Semester

<b>Module</b>	M3.A
<b>Semester</b>	3 Semester
<b>Duration of module</b>	1 Semester
<b>Type of module</b>	Compulsory M3.A or M3.B for those lacking foreign experience and according to study and examination regulations.
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	<p>Successful completion of all coursework in the IBD programme</p> <p>Dependent on international partner university</p> <p>Application for admission to the semester abroad in Reutlingen and at the partner university</p> <p>Reutlingen: Preparation and coordination of the course selection in the learning agreement. The Learning Agreement must be in accordance with the overall objectives of the degree programme and must be approved by the person responsible for the module before the semester abroad begins.</p> <p>If course changes are necessary on site, this must be advertised within one week after the start of the study programme. The student sends the final course selection with the signature of the supervisor of the partner</p>

	<p>university to the person responsible for the module with the request for approval (the student is responsible for providing proof).</p> <p>Subject-specific courses at master's level that complement the course of the degree programme (max. 30 ECTS) and language courses (up to max. 12 ECTS of the 30 ECTS) are recognised, with the exception of English language courses, from partner universities of HS/ESB Reutlingen or from recognised colleges or universities of comparable quality to ESB Business School.</p> <p>For recognition, the corresponding transcript of records with the signed learning agreement is sent promptly to the module supervisor for recognition both by post and electronically.</p>
<b>Level</b>	Master
<b>Module coordinator/responsible professor</b>	<p>The student is responsible for meeting all requirements of the partner university, as well as of all stakeholders' requirements at Reutlingen University, esp. the IBD programme.</p> <p>Professor and programme coordinator advise about studies at respective partner universities</p> <p>Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a></p>
<b>Language of instruction</b>	Usually English, but dependent on partner university
<b>Credits (ECTS)</b>	30 ECTS
<b>Total workload and breakdown</b>	900 h (subdivision subjective to partner university arrangements)
<b>Contact hours per week</b>	Subject to partner university
<b>Examination/type of assessment</b>	Subject to partner university
<b>Weighting of grade within programme</b>	30/120
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> expand subject knowledge, or learn new subjects not taught within the IBD programme</li> <li>• <b>Methodological competencies:</b> gain foreign experience</li> <li>• <b>Social competencies:</b> learn to cope in an alien environment, better-communication skills, establish and expand foreign relationships, increase intercultural understanding</li> <li>• <b>Personal competencies:</b> expand personal horizons, leave comfort zone and gain confidence/ strong personality</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<p><b>CG 2:</b> depending on the partner university / courses chosen</p> <p><b>CG 6:</b> depending on the partner university / courses chosen</p>
<b>Content/indicative syllabus</b>	Dependent on partner university
<b>Teaching and learning methods</b>	Dependent on partner university

Miscellaneous	Dependent on partner university
Indicative reading list	Dependent on partner university

## M3.B International Internship

Module	M3.B
Semester	3 Semester
Duration of module	1 Semester (at least 22 weeks)
Type of module	Compulsory M3.A or M3.B for those who lack foreign experience and in accordance with study and examination regulations.
How frequently is the module offered	Once per semester
Admission requirements	Successful completion of all coursework in the IBD programme; Dependent on acceptance of international internship agreement.
Level	Master
Module coordinator/responsible professor	Student is responsible for meeting all stakeholders' requirements at Reutlingen University, esp. the IBD programme, as well as meeting international internship requirements. Professor or programme coordinator advises about internship requirements. Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a>
Language of instruction	Usually English, but dependent on international internship company.
Credits (ECTS)	30 ECTS
Total workload and breakdown	900 h (subdivision subjective to international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IBD programme) 22 weeks in company
Contact hours per week	2 hours per week (SWS)
Examination/type of assessment	Internship Report (28 out of 30 ECTS): 4000 words, in German or English, submission of print and electronic copy of the report Internship Colloquium (2 out of 30 ECTS): dates, duration, examiners will be communicated at the beginning of each semester.
Weighting of grade within overall programme	Pass, no pass / ungraded

<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> application of the acquired specialist knowledge in an international company, if possible with deployment abroad and/or dealing with international issues</li> <li>• <b>Methodological competencies (interdisciplinary competencies, professional competencies):</b> application of intercultural competence; reflection theory and practice</li> <li>• <b>Social competencies:</b> increasing communication skills in the international environment; building and expanding international relationships</li> <li>• <b>Personal competencies:</b> expanding personal horizons and leaving one's comfort zone</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<b>CG 2:</b> Students work in internationally-oriented companies where they have to cope with mixed teams, with their supervisors and different clients. <b>CG 6:</b> dependent on working tasks
<b>Content/indicative syllabus</b>	Dependent on international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IBD programme:
<b>Teaching and learning methods</b>	Practical or conceptual activity in the company
<b>Indicative reading list</b>	The student must review the relevant specialist literature on the subject area of the internship and reflect accordingly (theory-based internship).

### M3.C Voluntary Internship

<b>Module</b>	M3.C
<b>Semester</b>	3 Semester
<b>Duration of module</b>	1 Semester (at least 22 weeks)
<b>Type of module</b>	Voluntary, supplementary foreign experience in accordance with respective study and examination regulations
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	Successful completion of all coursework in the IBD programme; Dependent on acceptance of international internship agreement.
<b>Level</b>	Master
<b>Module coordinator/responsible professor</b>	<p>Student is responsible for meeting all all stakeholders' requirements at Reutlingen University, esp. the IBD programme, as well as meeting international internship requirements.</p> <p>Professor or programme coordinator advises about internship requirements.</p> <p>Prof. Dr. Carmen A. Finckh  Tel.: 0175-2060333  <a href="mailto:Carmen.Finckh@reutlingen-university.de">Carmen.Finckh@reutlingen-university.de</a></p>

<b>Language of instruction</b>	Usually English, but dependent on international internship company.
<b>Credits (ECTS)</b>	30 ECTS
<b>Total workload and breakdown</b>	900 h (subdivision subjective to international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IBD programme) 22 weeks in company
<b>Contact hours per week</b>	2 hours per week (SWS)
<b>Examination/ type of assessment</b>	Internship Report (28 out of 30 ECTS): 4000 words, in German or English, submission of print and electronic copy of the report  Internship Colloquium (2 out of 30 ECTS): dates, duration, examiners will be communicated at the beginning of each semester.
<b>Weighting of grade</b>	Pass, no pass / ungraded
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Professional competencies:</b> application of the acquired specialist knowledge in an international company, if possible with deployment abroad and/or dealing with international issues</li> <li>• <b>Methodological competencies (interdisciplinary competencies, professional competencies):</b> application of intercultural competence; reflection theory and practice</li> <li>• <b>Social competencies:</b> developing communication skills in the international environment; building and expanding international relationships</li> <li>• <b>Personal competencies:</b> expanding personal horizons and leaving one's comfort zone</li> </ul>
<b>Course-specific contributions to AoL competency goals (CG 1 - 6)</b>	<b>CG 2:</b> Students work in international oriented companies where they have to cope with mixed teams, with their supervisors and different clients. <b>CG 6:</b> dependent on the working tasks
<b>Content/ indicative syllabus</b>	Dependent on international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IBD programme.
<b>Teaching and learning methods</b>	Practical semester/work in the company
<b>Indicative reading list</b>	The student must review the relevant specialist literature on the subject area of the internship and reflect accordingly (theory-based internship).

## M4. Master Thesis

<b>Module</b>	M4
<b>Semester</b>	3 or 4 Semester

<b>Duration of module</b>	1 Semester
<b>Type of module</b>	Compulsory
<b>How frequently is the module offered</b>	Once per semester
<b>Admission requirements</b>	The thesis can only be started if the module “Data Analytics & Business Research” and a total of 45 ECTS credits in the IBD programme have been completed.
<b>Level</b>	Master
<b>Module coordinator</b>	Various professors and company lecturers Prof. Dr. Maud Helene Schmiedeknecht Building 17, office 130, Tel.: 07121 271 3081 <a href="mailto:maud.schmiedeknecht@reutlingen-university.de">maud.schmiedeknecht@reutlingen-university.de</a>
<b>Name(s) of lecturer(s)</b>	Various professors as first advisors and company representatives as second advisors
<b>Language of instruction</b>	German or English
<b>Credits (ECTS)</b>	30 ECTS
<b>Total workload</b>	750 h (self-study)
<b>Contact hours</b>	Individual advisory hours
<b>Examination / type of assessment</b>	Final thesis
<b>Weighting of grade within programme</b>	30/90
<b>Learning outcomes</b>	Supporting final competency goals and objectives specified in the programme qualification section
<b>Course-specific contributions to AoL competency goals (CG 2 - 6)</b>	<b>CG 4:</b> With their master's thesis, students demonstrate how they can apply their knowledge from the programme to real-world opportunities and problems; arriving at viable solutions to issues of one specific company or some empirical challenge that can be analysed accordingly.
<b>Content/ indicative syllabus</b>	Time: 5 months See ‘Thesis Guidelines for Masters’ Programmes’ Evaluation criteria: <i>Introduction (10%):</i> Motivation & research statement; comprehensiveness <i>Literature Review &amp; Research Method (50%):</i> Literature Review and – if applicable - hypothesis development; method selection; sample size and selection; method application; interpretation <i>Findings, Interpretation &amp; Conclusion (25%):</i> Placement within the previous literature; implications for company/organization/industry; limitations of study <i>Documentation &amp; Initiative (15%):</i> Formal criteria; citations and bibliography, initiative & independence