



Curriculum & Syllabi Handbook

BSc International Management Double Degree

Start Partner University



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Contents

1. The IMX Study Programme.....	5
2. Competency Goals and Learning Objectives according to AACSB.....	9
3. Programme Structure (for students admitted by ESB Business School).....	10
4. Agreed Double Degree Structure.....	17
5. Overview: Modules and Courses - Start at Partner University.....	18
Core Modules (Pflichtmodule).....	18
Elective CSIC Business German (mandatory for non-native speakers) (Wahlpflichtmodule CSIC Wirtschaftsdeutsch).....	19
Electives Business Courses (Wahlpflichtmodule).....	20
6. Core Modules (Pflichtmodule).....	22
International Economics (Internationale Volkswirtschaftslehre).....	22
International Trade (Außenhandel).....	24
Economic Policy (Wirtschaftspolitik).....	25
Data Analytics & MIS I (Data Analytics & MIS I).....	26
Data Analytics I (Datenanalyse I).....	28
Management Information Systems I (Management Informationssysteme I).....	29
Data Analytics & MIS II (Data Analytics & MIS II).....	30
Data Analytics II (Datenanalyse II).....	32
Management Information Systems II (Management Informationssysteme II).....	33
Human Resource Management (Personalmanagement).....	34
Accounting and Corporate Finance (Rechnungswesen und Unternehmensfinanzierung).....	37
Accounting (Rechnungswesen).....	39
Corporate Finance (Unternehmensfinanzierung).....	40
Managerial Skills (Management Kompetenzen).....	41
Customer-centric Innovation (Kundenzentrierte Entwicklungsmethoden).....	43
Negotiation Skills (Verhandlungsführung).....	44
Leadership & Team Management (Führung & Team Management).....	45
Colloquium International Matters II (Fachkolloquium Internationales II).....	46
Methods of Scientific Work (Methoden des wissenschaftlichen Arbeitens).....	48
International Business Law (Internationales Wirtschaftsrecht).....	50

BSc International Management Double Degree

Strategic Management (Strategisches Management).....	53
Corporate Management (Unternehmensführung)	56
Business Ethics (Wirtschaftsethik)	59
Mandatory Internship II (Pflichtpraktikum II).....	62
Preparation for Mandatory Internship II (Praktikumsvorbereitung II).....	64
Mandatory Internship II (Pflichtpraktikum II).....	66
Colloquium on Mandatory Internship II (Kolloquium Pflichtpraktikum II).....	68
Bachelor Thesis (Bachelorarbeit)	70
7. Electives CSIC Business German (Wahlpflichtmodule Wirtschaftsdeutsch)	72
Communication Skills and Intercultural Competence – Business German (Kommunikationsfähigkeiten und Interkulturelle Kompetenz – Wirtschaftsdeutsch)	72
Communication Skills and Intercultural Competence – Business German (Kommunikationsfähigkeit und Interkulturelle Kompetenz - Wirtschaftsdeutsch).....	73
8. Elective Business Course (Wahlpflichtmodule)	75
Internationalization of Business Activities (Internationalisierung von Geschäftsaktivitäten) ...	75
Knowledge Intensive Companies (Wissensintensive Unternehmen)	78
Sports and Events Marketing (Sport- und Eventmarketing).....	80
Market Analysis (Marktanalyse)	83
Brand Management (Markenführung).....	85
Marketing-below-the-line – Innovative Marketing (Marketing-below-the-line – Innovatives Marketing).....	89
Performance Marketing (Performance Marketing)	91
Transaction Advisory (Transaktionsberatung).....	93
Investment Management (Wertpapiermanagement)	95
Applied Econometrics (Angewandte Ökonometrie).....	98
Risk Management (Risikomanagement)	101
Behavioral Finance (Behavioral Finance)	104
Group Accounting (Konzernrechnungslegung).....	107
Platform Economics (Plattformökonomie).....	110
Systems & Solutions I (Systeme & Lösungen I)	113
Systems & Solutions II (Systeme & Lösungen II)	115
Lean Enterprise Management (Lean Enterprise Management).....	117
Competition Theory and Policy (Wettbewerbstheorie und -politik)	120



BSc International Management Double Degree

Change Management and Organizational Learning (Change Management und Organisationales Lernen).....	122
Human Resource Management (Personalmanagement).....	125
Entrepreneurship – Develop your Start-up (Entrepreneurship – Entwickle (D)ein (Startup-) Projekt).....	127
Business Plan Seminar (Business Plan Seminar).....	129
Management of Innovations (Innovationsmanagement)	131
Creating Internet Start-Ups (Gründung von Internet Start-Ups)	133
Social Entrepreneurship (Social Entrepreneurship).....	135
IPBS Summer School (IPBS Summer School)	138
Law for Founders (Recht für Gründer)	140
Labour Law II (Arbeitsrecht II).....	142
Legal Frameworks for International Management (Internationales Wirtschaftsrecht)	144
Negotiations (Verhandlungsführung).....	147
Leadership in a Change Management Process (Führung in einem Change Management Prozess)	150

1. The IMX Study Programme

The International Management Double Degree (IMX) undergraduate study programme leading to the academic qualification of Bachelor of Science in International Management and a corresponding degree from the chosen partner university is designed to qualify graduates for international management, project management and expert positions in companies in all branches of industry and non-profit-making organisations. The IMX programme also prepares students for a programme of study leading to a master's degree.

Because of the targeted professional occupations, or future study options, the qualification of the IMX students focuses on three main objectives, described in detail below:

- Professional qualification of very good high-school graduates by means of an international generalist and practice-oriented education in business administration, with equal emphasis placed on the development of personality (*“employability”*),
- Encouragement to take part in extra-curricular student activities and social commitment (*“democratic citizenship”*),
- Acquisition of skills required to carry out academic work independently (*“skills for academic work”*).

Employability is the central conceptual focus of the IMX study programme. The aim is to train managers and experts with a global perspective, who are able to perform successfully in companies and organisations with international operations. Graduates of the IMX programme should therefore have developed skills in two fields:

- *Professional competence*: generalist, international, and practice-oriented.
- *Soft skills (methodical, social, personal competence)* in the fields of communication, structured problem solving, focus on achievement, organisation and management, teamwork, emotional and intercultural competence/ethical conduct.

The contents of the IMX study programme, especially in the first three years, are of a *generalist* nature, in order to enable extensive treatment of the most important aspects of business studies (see Curriculum & Syllabus Handbook and Agreed Module Structure). In the fourth year, in-depth study of special areas, functions, or industries is possible in order to prepare for a specific professional preference which may already have been formed at this stage. These professional skills are acquired in the “2 + 2 Model”, a two-year period abroad, the work experience placement abroad, classes in the language of the country of the host university, work in multinational groups, and intensive learning of the language and culture of the host country in an international context (*international*).

The obligatory work experience in both the home and the host country (under certain conditions also in a third country) provide students with early insight into the world of work in two cultural zones and the opportunity to put their theoretical knowledge and soft skills to

BSc International Management Double Degree

the test, thus deepening their understanding. In addition, the professors in the IMX programme have many years of professional experience, and maintain close contacts to industry. Guest lecturers from the world of business, projects, case studies, and the opportunity to carry out work for the graduation thesis in collaboration with companies are a further component of the training for the real world provided by the IMX programme (*practice-oriented*).

IMX also works closely with globally active companies. This is supported both by the ESB corporate support association, VIMA, and by the ESB Advisory Board. These two organisations are used intensively by IMX in order to keep in touch with corporate requirements with regard to internationality and practical focus.

In addition to academically well-founded professional competences, graduates of the IMX programme should also have acquired a wide range of *soft skills* required for successful operation in international management or expert positions in all branches of industry and non-profit-making organisations. These important soft skills are addressed in particular in the Managerial Skills modules anchored in the curriculum in both halves of the degree programme.

The soft skills include written and spoken *communication* skills in German, English and the language of the host country. This is supported by the 2 +2 Model and intensive language teaching in the first half of the study programme, and after changing the study location before the fifth semester. Graduates should also be able to present themselves and behave in a manner appropriate to the situation. These presentation skills are promoted by practice on many occasions during studies and the obligatory work experience period of at least two semesters.

The field of *structured problem solving* comprises the identification and definition of complex problems and breaking them down and working through them systematically. Specific classroom units are dedicated to imparting this competence. Good analytical skills and sound numeracy are also required to be successful in many business professions. An understanding of supporting information technologies (e.g. big data, data mining) as well as the statistical methods is necessary. The IMX programme offers core and elective modules to provide a range of support for the acquisition of these skills.

The desired student *focus on achievement* requires, in addition to a high level of willingness to learn, a clear dedication to achievement and the ability to work under pressure. Graduates should also be able to meet deadlines and achieve set targets. This requires the development of active skills in self-management and management of others as well as situative adaptability. The demanding curriculum and the usually very challenging work experience semesters support the development of these skills. Two years spent studying in the context of another country and culture necessarily help to develop skills in self-management and the management of others (*organisation and management*).

BSc International Management Double Degree

To perform successfully in a team requires appropriate behaviour with regard to criticism and conflict but also the willingness to assume responsibility and leadership skills: *team-work*, often in a multicultural context, is an integral component of most of the teaching modules. In their extra-curricular activities in various student organisations, students also work on the development of their leadership skills. *Emotional and intercultural competence* are also promoted by the 2+2 Model. Students acquire first-hand experience of studying in another country. *Ethical conduct* is required of all those involved in the IMX programme – students, staff, and teachers.

These objectives described above are also reflected in the “Learning Outcomes” in the Curriculum & Syllabus Handbook for the four areas of competence: professional, methodical, social, and personal.

A unique feature of the IMX study programme compared to other programmes within and outside ESB Business School are the wide-ranging student activities and the social commitment of students. By taking particular social, cultural, or political commitment of applicants into account in the admissions process, the programme specially targets people who are likely to become actively involved during their studies. This “*democratic citizenship*” is actively promoted by the IMX programme and by ESB Business School as a whole. Many of these activities are supported by professors and other members of staff. VIMA, which was established and developed by this study programme many years ago, values the commitment of the students and also supports it financially.

In view of the fact that an increasing number of students in the programme are considering the possibility of going on to study in a consecutive master’s programme, the acquisition of *skills for academic work* is of growing importance. The study programme, which is weighted with 240 ECTS credits, makes graduates eligible to go on to any consecutive master’s degree programme. The aim of achieving competence in academic work is served mostly by working on the graduation thesis for the bachelor’s degree. Students are given systematic guidance in the form of an introduction to academic working methods, close personal support, and tutorials. Obligatory seminars in the 4th and 7th semesters serve as additional preparation of students for work on the bachelor thesis. IMX students who would like to go on to study for a PhD can fulfil this wish through the cooperation programmes between IMX and the partner universities in Dublin, Krakow, and Piacenza. The IMX degree also makes students eligible for participation in the PhD programmes of most international institutions.

The IMX programme meets all the formal and structural requirements of the qualification parameters for German academic degrees. It actually sets higher than average standards for bachelor degree programmes with regard to admission requirements, duration of studies, and qualification objectives.



BSc International Management Double Degree

Degree awarded

Bachelor of Science in International Business (BSc.) from Reutlingen University and Bachelor Degree (BSc. or BA) from partner institution

Duration of studies

8 semesters (4 years), thereof 2 years at ESB Business School and 2 years at partner institution; including two mandatory internships.

2. Competency Goals and Learning Objectives according to AACSB

The International Management Double-Degree programmes (IMX) follow the goal, or „mission“ set by the ESB Business School:

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

Derived from this target, the ESB Business School is committed to achieve defined learning outcomes in the individual programmes; upon this achievement the quality of teaching is measured. The programme goals are rendered in English and will follow the international quality standards of AACSB (Association to Advance Collegiate Schools of Business) in addition they will be evaluated and assessed.

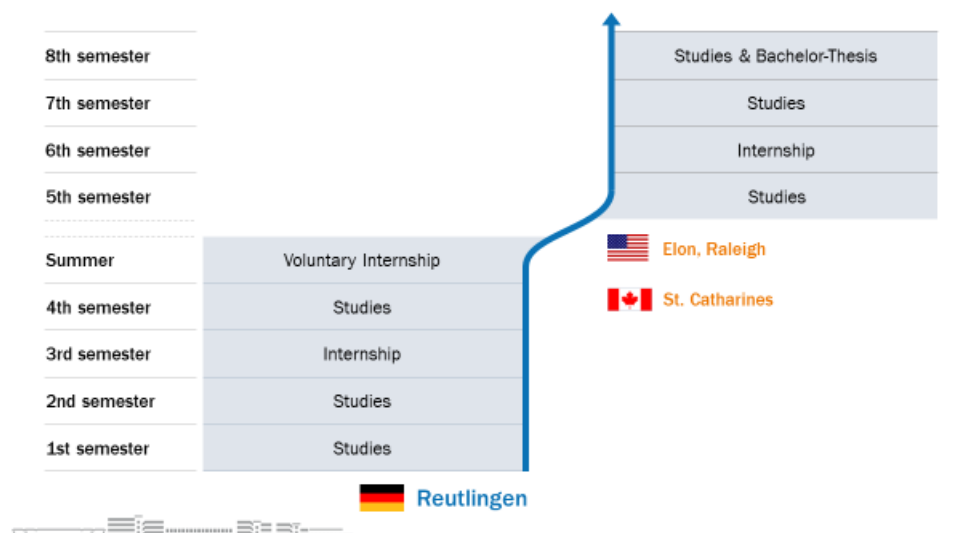
The defined competency goals and objectives for the ESB programmes include

- language proficiency
- intercultural competence / global perspective
- ethical behaviour
- domain-specific problem solving competencies
- digital skills

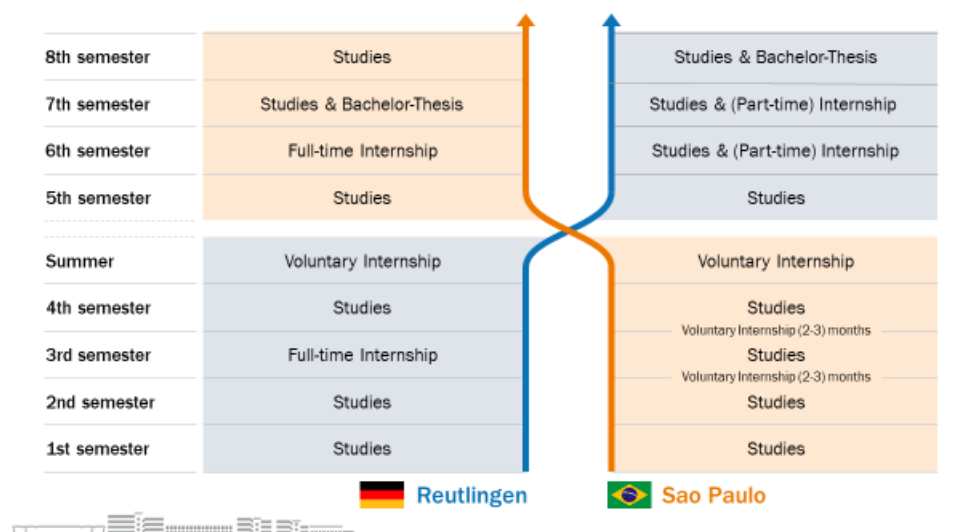
The "competency goals" indicate which competencies the graduates have attained (what graduates are), while the "learning objectives" identify the specific skills of graduates (what graduates can do).

3. Programme Structure (for students admitted by ESB Business School)

German – North American Programme (Start in Reutlingen only)

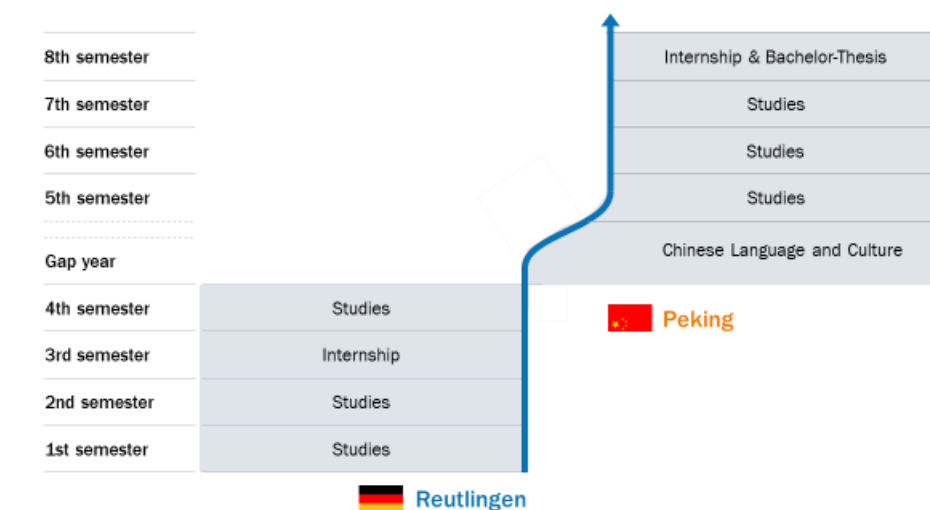


German – Brazilian Study Programme

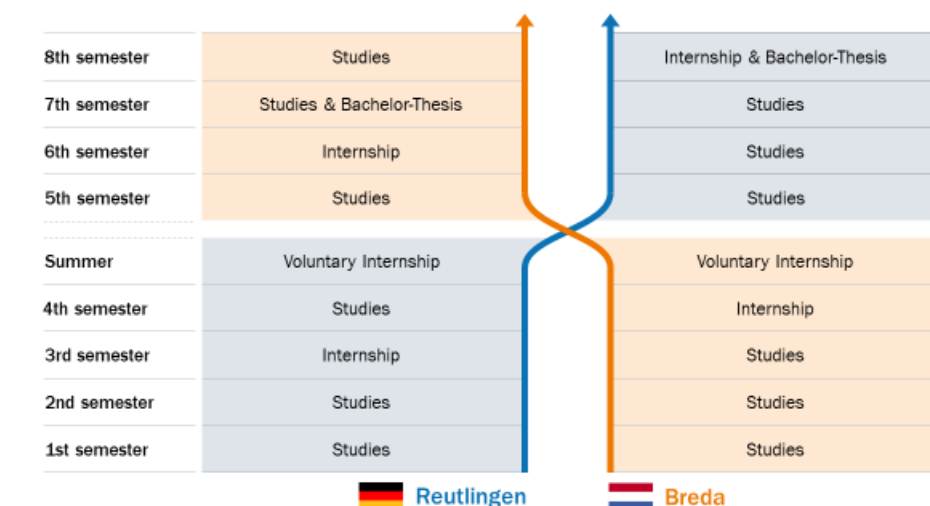




German – Chinese Study Programme (Start in Reutlingen only)

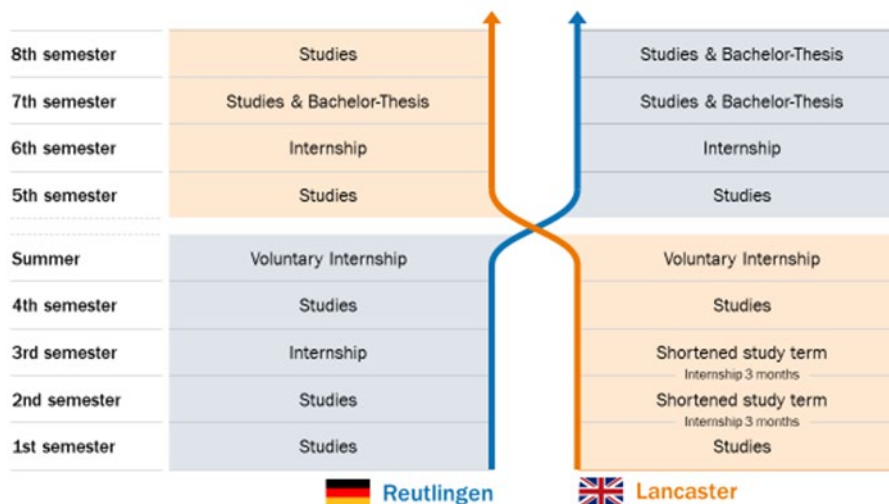


German – Dutch Study Programme



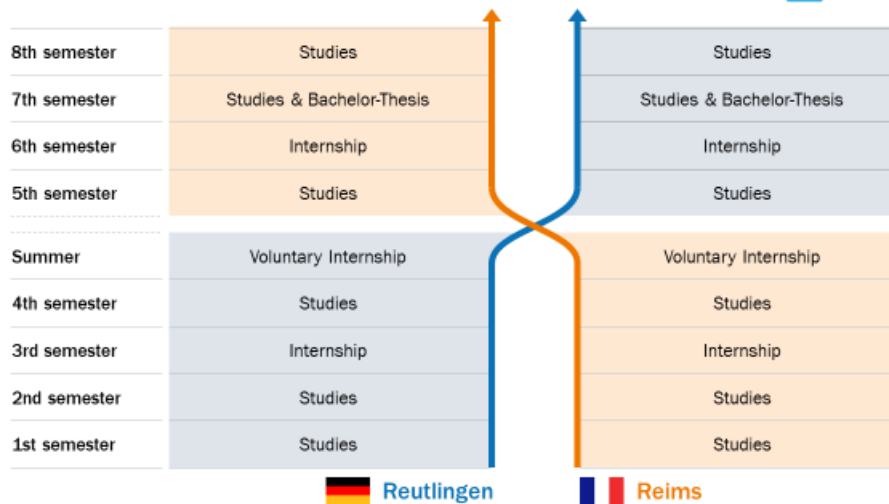


German – English Study Programme



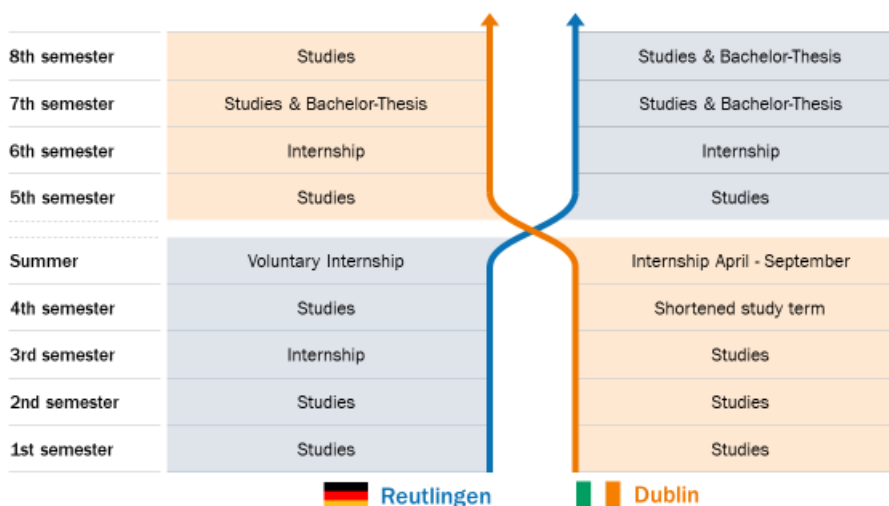


German – French Study Programme

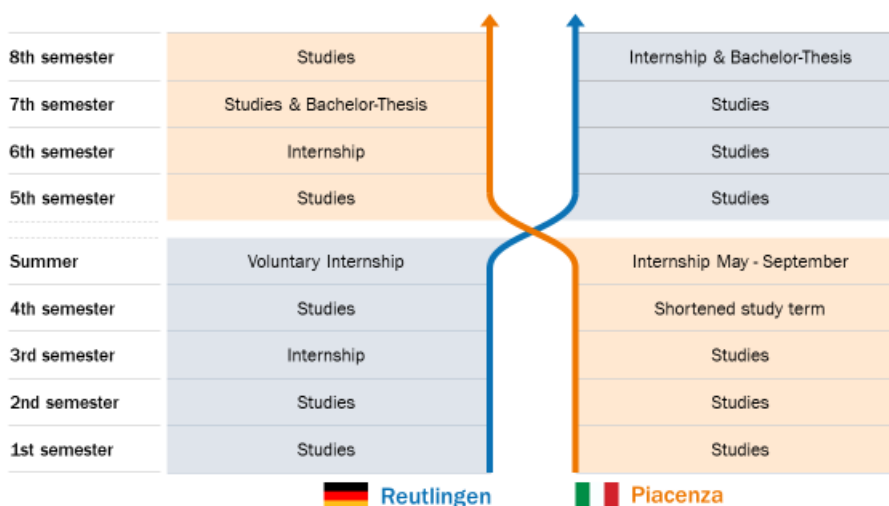


BSc International Management Double Degree

German – Irish Study Programme

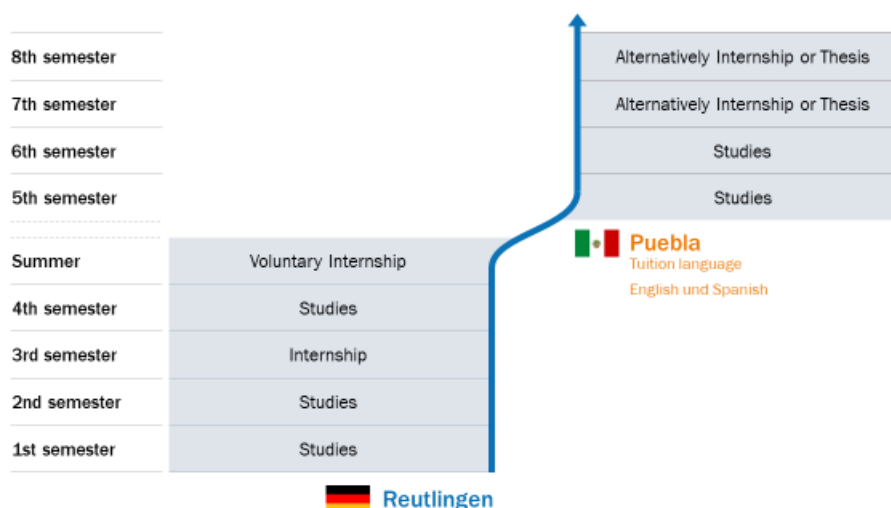


German – Italian Study Programme

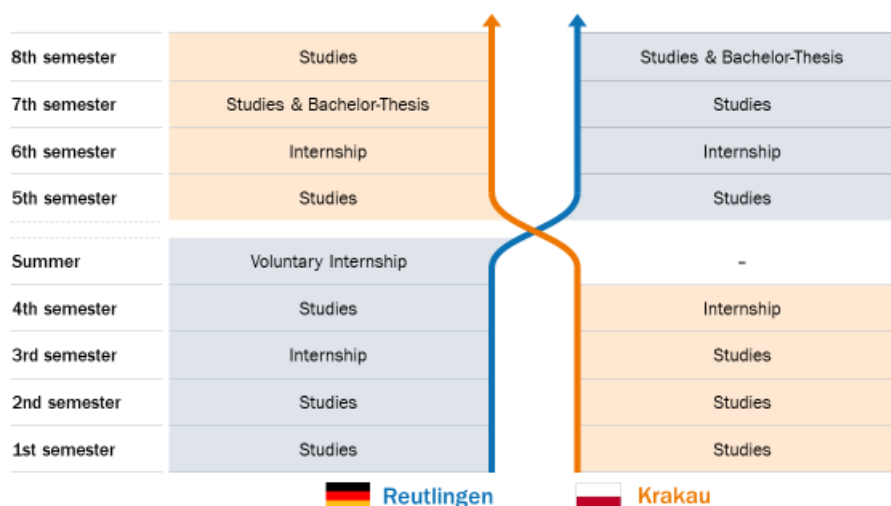




German – Mexican Study Programme (Start in Reutlingen only)

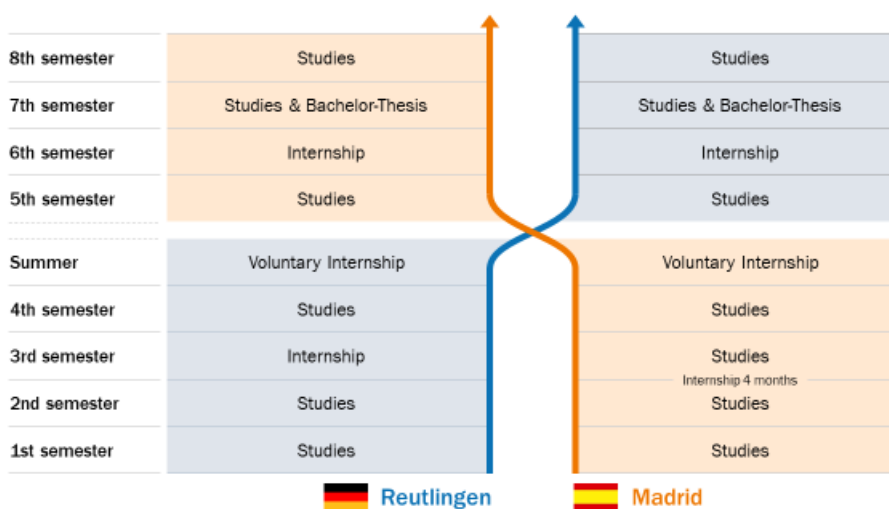


German – Polish Study Programme





German – Spanish Study Programme



4. Agreed Double Degree Structure

First half (Years 1 and 2)	ECTS credits	Second half (Years 3 and 4)	ECTS credits
Core content 1 (CC1)		Core content 2 (CC2)	
Internship (INT1)	5	Internship (INT2)	20
Quantitative Methods (QM)	10	Strategy (STR)	10
Economics (ECO)	10	International Economics / International Business (IE)	10
Introduction to Business (BUS)	5	Final Project (PRO)	10
Organisational Behavior (OB)	5	Ethics (ETH)	5
Marketing (MAR)	10	HR (HR)	5
Finance (FIN)	10	Production & Operations Management (POM)	5
Accounting (ACC)	10		
Communications/languages (CL)	10		
International Studies/business (IST)	5		
Total core courses	80	Total core courses	65
		Core electives (CE)	
		Entrepreneurship (ENT)	5
		Business Analytics (BAL)	5
		MIS/ Information Management (MIS)	5
			15
Regional basket 1 (RB1)		Regional basket 2 (RB2)	55
	40	Regional basket besides core electives	40
Total first half		Total second half	120



BSc International Management Double Degree

5. Overview: Modules and Courses - Start at Partner University

Core Modules (Pflichtmodule)

Modul / Module	Modulname / Name module	ECTS pro Semester / ECTS- Credits per semester					SWS / in- class hours	Selbst- studium / Self study	Gesamte Workload / Total workload	Art / Type of course	Sprache / Language	Prüfungs- leistung / Assessment	benotet / graded (g) // unbenotet / ungraded (u)
		1.-4.	5.	6.	7.	8.							
B-C-ECO1	Internationale Volkswirtschaftslehre / International Economics		5				4	90	150	L/S	Deutsch / Englisch	KL2	g
	Außenhandel / International Trade						2				Englisch		
	Wirtschaftspolitik / Economic Policy						2				Deutsch		
B-C-BAL1	Data Analytics & MIS I / Data Analytics & MIS I		5				4	90	150	L/S/P	Englisch	KL2	g
	Management Informationssysteme I / Management Information Systems I						2						
	Datenanalyse I / Data Analytics I						2						
B-C-BAL2	Data Analytics & MIS II / Data Analytics & MIS II					5	4	90	150	L/S/P	Deutsch	KL2	g
	Management Informationssysteme II / Management Information Systems II						2						
	Datenanalyse II / Data Analytics II						2						
B-C-HR1	Personalmanagement / Human Resource Management				5		4	90	150	L/S	Deutsch	KL2	g
B-C- ACC1_FIN1	Rechnungswesen und Unternehmensfinanzierung / Accounting and Corporate Finance		5				4	90	150	L/T	Deutsch	KL2	g
	Rechnungswesen / Accounting						2						
	Unternehmensfinanzierung / Corporate Finance						2						
B-C-SKILL3	Management Kompetenzen / Managerial Skills				5		4	90	150	L/S	Deutsch	PA	g
B-C-SKILL4	Fachkolloquium Internationales II / Colloquium International Matters II	1					1	15	30	C	Deutsch		u
B-C-RES2	Methoden des wissenschaftlichen Arbeitens / Methods of Scientific Work				5		2	120	150	L/S	Deutsch	KL1	g
B-C-LAW1	Internationales Wirtschaftsrecht / International Business Law		5				4	90	150	L	Deutsch	PA	g
B-C-STR1	Strategisches Management / Strategic Management				5		4	90	150	L/S	Deutsch	PA	g
B-C-STR2	Unternehmensführung / Corporate Management					5	2	120	150	L/S/T	Deutsch	PA	g
B-C-ETH1	Wirtschaftsethik / Business Ethics				5		2	120	150	L/S	Deutsch	KL1	g
B-C-POM	Supply Chain Management / Supply Chain Management	3					2	60	90	L/S	Deutsch	KL1	g
B-C-INT2	Pflichtpraktikum II / Mandatory Internship II		24				2	690	720	S/I/C	Deutsch	PR/HA/RE	u
B-C-INT2.1	Praktikumsvorbereitung II / Preparation for Mandatory Internship II		2				1						
B-C-INT2.2	Pflichtpraktikum II / Mandatory Internship II		19				0						
B-C-INT2.3	Kolloquium Pflichtpraktikum II / Colloquium on Internship II		3				1						
B-C-PRO	Bachelorarbeit / Bachelor Thesis					12	0	360	360	Thesis	Deutsch / Englisch	BT	g
	Leistungen beim Partner, 1. Hälfte / Credits earned at partner university, 1st half	96											g
	Pflichtpraktikum I (Partnerhochschule) / Mandatory Internship I (Partner university)	24											u
	Summe Pflichtmodule / Sum mandatory courses	120	24	24	25	22	43	2205	2850				

BSc International Management Double Degree

Elective CSIC Business German (mandatory for non-native speakers)
(Wahlpflichtmodule CSIC Wirtschaftsdeutsch)

Modul / Module	Modulname / Name module						SWS / in- class hours	Selbst- studium / Self study	Gesamte Workload / Total workload	Art / Type of course	Sprache / Language	Prüfungs- leistung / Assessment	benotet / graded (g) // unbenotet / ungraded (u)
		5.	6.-8.	6.	7.	8.							
B-E-CL1.1a	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - B1 / Communication Skills and Intercultural Competence - Business German - B1	5					4	90	150	L/S	Deutsch		
B-E-CL1.1b	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - B1-1 / Communication Skills and Intercultural Competence - Business German - B1-1	5					4	90	150	L/S	Deutsch		
B-E-CL1.1c	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - B1-2 / Communication Skills and Intercultural Competence - Business German - B1-2	5					4	90	150	L/S	Deutsch		
B-E-CL1.1d	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - B2 / Communication Skills and Intercultural Competence - Business German - B2	5					4	90	150	L/S	Deutsch		
B-E-CL1.1e	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - C1 / Communication Skills and Intercultural Competence - Business German - C1	5					4	90	150	L/S	Deutsch		
B-E-CL1.1f	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch - C2 / Communication Skills and Intercultural Competence - Business German - C2	5					4	90	150	L/S	Deutsch		



BSc International Management Double Degree

Electives Business Courses (Wahlpflichtmodule)

Modul / Module	Modulname / Name module	ECTS pro Semester / ECTS- Credits per semester					SWS / in- class hours	Selbst- studium / Self study	Gesamte Workload / Total workload	Art / Type of course	Sprache / Language	Prüfungs- leistung / Assessment	benotet / graded (g) // unbenotet / ungraded (u)
		1.-4.	5.	6.	7.	8.							
B-E-BUS2	Internationalisierung von Geschäftsaktivitäten / Internationalization of Business Activities			5			4	90	150	L/S	Deutsch	PA	g
B-E-BUS3	Wissensintensive Unternehmen / Knowledge Intensive Companies			5			4	90	150	L/S	Deutsch	KL2	g
B-E-MAR3	Marktanalyse / Market Analysis			5			4	90	150	L/S/P	Deutsch	PA	g
B-E-MAR4	Markenführung / Brand Management				5		4	90	150	L/S	Deutsch	KL2/PA	g
B-E-MAR8	Performance Marketing / Performance Marketing			5			4	90	150	L/S/P	Deutsch	PA	g
B-E-FIN1	Transaktionsberatung / Transaction Advisory			5			4	90	150	L/S	Deutsch	KL2	g
B-E-FIN2	Wertpapiermanagement / Investment Management			5			4	90	150	L/S	Deutsch	KL1/PA	g
B-E-FIN3	Angewandte Ökonometrie / Applied Econometrics			5			4	90	150	L/S	Englisch	KL1/PA	g
B-E-FIN4	Risikomanagement / Risk Management			5			4	90	150	L/S/P	Deutsch	KL1/PA	g
B-E-FIN5	Behavioral Finance / Behavioral Finance				5		4	90	150	L/S	Deutsch	KL1/PA	g
B-E-ACC2	Konzernrechnungslegung / Group Accounting				5		4	90	150	L/S	Deutsch	KL2	g
B-E-MIS1	Plattformökonomie / Platform Economy	5					4	90	150	L/S	Englisch	KL1/PA	g
B-E-MIS2	Systeme und Lösungen I / Systems and Solutions I	5					4	90	150	L/S/P	Deutsch	PA	g
B-E-MIS3	Systeme und Lösungen II / Systems and Solutions II				5		4	90	150	L/S/P	Deutsch	PA	g
B-E-POM2	Lean Enterprise Management / Lean Enterprise Management			5			4	90	150	L/S	Deutsch	KL2	g
B-E-ECO3	Wettbewerbstheorie und -politik / Competition Theorie and Policy				5		4	90	150	L/S	Deutsch	PA	g
B-E-ORG-2	Organisationsentwicklung und Change- Management / Organisational Development and Change Management				5		4	90	150	L/S	Deutsch	PA	g
B-E-HR1	Personalmanagement / Human Resource Management				5		4	90	150	L/S	Deutsch	KL1/PA	g
B-E-ENT1	Entrepreneurship - Develop your Start-up / Entrepreneurship - Entwickle (D)ein (Startup-)Projekt	5		5	5		4	90	150	L/S/P	Deutsch	PA	g
B-E-ENT2	Business Plan Seminar / Business Plan Seminar	5		5	5		4	90	150	L/S/P	Deutsch	PA	g
B-E-ENT3	Innovationsmanagement / Management of Innovations			5			4	90	150	L/S	Deutsch	CA/PA	g
B-E-ENT5	Gründung von Internet Start-ups / Creating Internet Start-ups				5		4	90	150	L/S/P	Deutsch	PA	g
B-E-ENT7	Social Entrepreneurship / Social Entrepreneurship				5		4	90	150	L/S	Englisch	PA	g
B-E-LAW1	Recht für Gründer / Law for Founders				5		4	90	150	L/S	Deutsch	KL2	g
B-E-LAW3	Arbeitsrecht II / Labour Law II	5					4	90	150	L/S	Deutsch	KL2	g
B-E-LAW5	Internationales Wirtschaftsrecht / Legal Frameworks for International Management				5		4	90	150	L/S	Deutsch	PA	g
B-E-CL1	Kommunikationsfähigkeiten und Interkulturelle Kompetenz - Wirtschaftsdeutsch / Communication Skills and Intercultural Competence - Business German*	5					4	90	150	L/S/C	Deutsch	KL2/CA	g
Summe Wahlpflichtmodule / Sum electives		25					20	450	750				

Notes: Some elective modules might not be offered due to sabbaticals/other restrictions. B-E-CL1 mandatory for non-native speakers with insufficient language level (test to be conducted in introductory week)



BSc International Management Double Degree

Legend: L: Lecture / S: Seminar / P: Project / I: Internship / C: Colloquium / T: Tutorial / KL: Exam x hours /
PA: Project work (e.g., case work, seminar papers, presentations, debates, oral participation, project work) /
CA: Continuous Assessment / TES: Online-Test / HA: seminar paper

6. Core Modules (Pflichtmodule)

International Economics (Internationale Volkswirtschaftslehre)

Module	B-C-EC01
Semester	5
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor /Module coordinator	Prof. Dr. Rolf Daxhammer Building 5, Room 206, phone 07121/271-3005 rolf.daxhammer@reutlingen-university.de
Lecturers	Prof. Dr. Rolf Daxhammer Prof. Dr. Philipp von Carlowitz
Language of instruction	English/German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam
Weighting of Grade within overall programme	5/192
Learning outcomes	After the successful completion of the module the students should have developed the following competences <ul style="list-style-type: none"> • Professional competences: Students will gain an overview of the whole spectrum of topics related

BSc International Management Double Degree

	<p>to international economics and economic policy. At the conclusion of the course they will be able to understand the theoretical basis of international economics and policy. Students will also learn how to compare and analyse international economic statistics as well as different economic policy approaches in different countries.</p> <ul style="list-style-type: none"> • Methodological competences: Students will learn how to analyze thorough theoretical research. They will gain an understanding of analytical tools used in international trade research and they will learn how to apply statistical software tools to international trade problems. They will learn how to apply theoretical concepts in real life policy decisions. Special emphasis will be placed on understanding tools to forecast policy measures with direct impact on business activities. • Social competences: Students will refine their oral and written communication skills, improve their ability to work in teams under time pressure and give and receive feedback by fellow students in a structured manner. They will especially learn how to communicate in a rigorous research environment and how to react to issues of ethics and morality when discussing economic policy measures in written or oral form. • Personal competences: Students should be able to understand how to find an individual perspective on complex issues for which there is no clear “black or white”-answer.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students discuss the concept of “homo oeconomicus” and its implications for economic policy strategies.</p> <p>CG 4: International economic theories are used to discuss implications for international business activities.</p> <p>CG 5: Students are aware of the relevance of times series for understanding and analyzing the economic development. They know and understand the implications of phenomenon such as structural breaks or cyclical developments. Students know to interpret times series of economic indicators and are able to draw conclusions for economic policy tools.</p> <p>CG 6: Students are able to detect and apply relevant data sources.</p>
Teaching and learning methodology	Lecture and case studies
Miscellaneous	n/a

BSc International Management Double Degree

International Trade (Außenhandel)

Module	B-C-EC01.1
Lecturers	Prof. Dr. Philipp von Carlowitz
Language of instruction	English
Credits (ECTS)	2,5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Introduction to "International Economics and World Trade" 2. International Transactions and the Balance of Payments 3. Gains from Trade 4. Determinants of Trade Flows: Explanations for Trade <ol style="list-style-type: none"> a. Classical Trade Theory b. New Trade Theory 5. Protectionism <ol style="list-style-type: none"> a. Instruments of Protectionism b. The Free Trade vs. Protectionism Debate <p>The World Trading System and Economic Integration</p>
Teaching and learning methodology	Lecture
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Krugman, P., Obstfeld, M.; Melitz, M. (2018), International Economics - Theory and Policy, 11th ed., Boston: Pearson Addison-Wesley. (in library) • Other international Economics textbooks can also be used

BSc International Management Double Degree

Economic Policy (Wirtschaftspolitik)

Module	B-C-EC01.2
Lecturers	Prof. Dr. Rolf Daxhammer
Language of instruction	Deutsch
Credits (ECTS)	2,5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Economic policy and market economies <ol style="list-style-type: none"> a. Stabilization policy b. Market failure and c. Social policies 2. Public choice <ol style="list-style-type: none"> a. Legislators b. Bureaucrats <p>Special interest groups</p>
Teaching and learning methodology	Lecture
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Altmann, J. (2017): Wirtschaftspolitik, uvk, Konstanz-München. • Brümmerhoff, D. and Büttner, Th. (2018): Finanzwissenschaft, 12th edition, Oldenbourg, München. • Fritsch, M., Wein, Th. and Ewers, H.-J. (2017): Marktversagen und Wirtschaftspolitik; 10th edition, Vahlen, München. • Klump, R. (2013): Wirtschaftspolitik: Instrumente, Ziele und Institutionen, 3rd edition, Pearson Studium, München et al. <p>Additional Reading material will be provided in class</p>

Data Analytics & MIS I (Data Analytics & MIS I)

Module	B-C-BAL1
Semester	5
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor/ Module coordinator	Dr. Tim Straub Building 5, Room 210, Tel.: 07121/271-3118 tim.straub@reutlingen-university.de
Lecturers	Prof. Dr. Tobias Schütz Dr. Tim Straub
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam
Weighting of Grade within overall programme	5/192
Learning outcomes	After the successful completion of the module the students should have developed the following competences <ul style="list-style-type: none"> • Professional competences: Understanding of economic and technical aspects of the Information/Internet Economy and Information Technology (value and price of information, information as economic good, principles of information processing and computation, decision pro-

BSc International Management Double Degree

	<p>cesses and optimization). Understand the requirements, possibilities and limitations of gathering relevant business information from quantitative data sources.</p> <ul style="list-style-type: none"> • Methodological competences: Application of information engineering and software engineering fundamentals (data and information principles, data processing, algorithms, decision making, process modeling, programming). Choose and apply both uni- and multi variate analysis methods to extract relevant information from quantitative data in order to make or support business decisions. • Social competences: Improving oral and written communication skills as well as the ability of working in teams with respect to time constraints. • Personal competences: Ability to understand and assess the importance (Management) of Data Sources and Information Systems. Object-oriented problem solving.
Course specific contributions to AoL competency goals	<p>CG 3: Discussing and reflecting ethical issues regarding MIS and Information usage and data privacy.</p> <p>CG4: Application of economic theories in an IT-Business Context; Reflection of organizational challenges resulting from information economics; development of structured problem solving and algorithms;</p> <p>CG5: Understanding the importance of data and learning skills for data management.</p>
Teaching and learning methodology	<p>Lectures, case studies, student presentations</p> <p>programming/implementation of software code (Python)</p> <p>software-based (SPSS, KNIME, Python) data analysis and syntax programming</p>
Miscellaneous	<p>Integrated guest lecturers / case studies</p>

BSc International Management Double Degree

Data Analytics I (Datenanalyse I)

Module	B-C-BAL1.1
Lecturers	Prof. Dr. Tobias Schütz
Language of instruction	English
Credits (ECTS)	2.5
Semester	5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Uni- & multi variate methods of data analysis, specifically: Understanding, interpreting, and dealing with measures of central tendency and dispersion Data handling and data manipulation Fundamentals of statistical testing Regression Analysis Cluster Analysis
Teaching and learning methodology	Lectures, case studies, syntax programming and hands-on exercises with SPSS and KNIME
Miscellaneous	Integrated guest lecturers / hands ons with tools
Indicative reading list	<u>Mandatory reading:</u> <ul style="list-style-type: none"> Sarstedt, M., Mooi, E.A. (2019): A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, 3rd edition, Springer, Berlin Silipo, R. (2019): KNIME Beginner's Luck - A Guide to KNIME Analytics Platform for Beginners, KNIME Press <u>In-depth reading:</u> <ul style="list-style-type: none"> Backhaus K. et al (2018): Multivariate Analysemethoden – Eine anwendungsorientierte Einführung, 15th edition, Springer, Heidelberg Backhaus K. et al (2015): Fortgeschrittene Multivariate Analysemethoden – Eine anwendungsorientierte Einführung, 3rd edition, Springer, Heidelberg Sarstedt, M., Schütz, T., Raithel, S. (2018): IBM SPSS Syntax. Eine anwendungsorientierte Einführung, 3rd edition, München. Further reading will be recommended in class.

BSc International Management Double Degree

Management Information Systems I (Management Informationssysteme I)

Module	B-C-BAL1.2
Lecturers	Dr. Tim Straub
Language of instruction	English
Credits (ECTS)	2.5
Semester	5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Information management, principles of data modelling and processing, decision processes
Teaching and learning methodology	Lectures, case studies, programming/implementation of software code (Python) and syntax programming in hands ons
Miscellaneous	Integrated guest lecturers / hands ons with tools
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • McAfee, A., Brynjolfsson, E. (2008): Investing in the IT that makes a competitive difference, Harvard Business Review. • Laudon, K.C., Laudon, J.P., Schoder, D. (2010): „Wirtschaftsinformatik – eine Einführung“, Pearson, München. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Ernesti, J., Kaiser, P. (2015): Python 3: Das umfassende Handbuch: Sprachgrundlagen, Objektorientierung, Modularisierung, Rheinwerk Computing • Shapiro, C., Varian, H. (2013): Information Rules: a strategic guide to the network economy <p>Further reading will be recommended in class.</p>

Data Analytics & MIS II (Data Analytics & MIS II)

Module	B-C-BAL2
Semester	8
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Tobias Schütz Building 5, Room 209, Tel.: 07121/271-3099 tobias.schuetz@reutlingen-university.de
Lecturers	Prof. Dr. Tobias Schütz Dr. Tim Straub
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam
Weighting of Grade within overall programme	5/192
Learning outcomes	After the successful completion of the module the students should have developed the following competences <ul style="list-style-type: none"> • Professional competences: Understanding of structure, processes and Information Technology; Data Mining and Information retrieval; Software solutions for these problems.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Information retrieval, information storage, information transformation and information pricing. • Social competences: Improving oral and written communication skills as well as ability to work in teams under time pressure; Ability to understand intercultural problems and handle them. • Personal competences: Ability to understand and apply information based business models, technical challenges as well as data driven methods.
Course specific contributions to AoL competency goals	<p>CG 3: Reflection of ethical issues; ethical aspects included in cases and lectures;</p> <p>CG 4: Application of Theory to case studies; Transfer and application of interdisciplinary and module-specific concepts and methods using examples and graded CA teamwork tasks;</p> <p>CG 5: Application of Theory of Data Analysis and Data Mining in use cases using SPSS, KNIME and Python.</p> <p>CG 6: Ability to work with digital content and understanding the concept of copyright law and data privacy law</p>
Teaching and learning methodology	<p>Lectures, case studies, student presentations</p> <p>programming/implementation of software code (Python)</p> <p>software-based (SPSS, KNIME, Python) data analysis and syntax programming</p>
Miscellaneous	Integrated guest lecturers / case studies

BSc International Management Double Degree

Data Analytics II (Datenanalyse II)

Module	B-C-BAL2.1
Lecturers	Prof. Dr. Tobias Schütz
Language of instruction	German
Credits	2.5
Semester	8
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Advanced Methods of Multi-Variate Data Analysis Data Mining and use of Mining Software (KNIME)
Teaching and learning methodology	Lectures, case studies, software-based (SPSS, KNIME, Python) data analysis and syntax programming
Miscellaneous	Integrated guest lecturers / hands Ons
Indicative reading list	<ul style="list-style-type: none"> • Backhaus K. et al (2015): Fortgeschrittene Multivariate Analysemethoden – Eine anwendungsorientierte Einführung, 3rd edition, Springer, Heidelberg. • Sarstedt, M., Mooi, E.A. (2019): A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, 3rd edition, Springer, Berlin • Sarstedt, M., Schütz, T., Raithel, S. (2018): IBM SPSS Syntax. Eine anwendungsorientierte Einführung, 3rd edition, München. • Silipo, R. (2019): KNIME Beginner's Luck - A Guide to KNIME Analytics Platform for Beginners, KNIME Press, ISBN 978-3-033-02850-0

BSc International Management Double Degree

Management Information Systems II (Management Informationssysteme II)

Module	B-C-BAL2.2
Lecturers	Dr. Tim Straub
Language of instruction	German
Credits	2.5
Semester	8
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Elements, structures and processes information systems; design information systems Concepts, methods and tools for information processing/transformation and data analysis (SQL, Python)
Teaching and learning methodology	Lectures, case studies, programming/implementation of software code (Python) and Data Science in hands ons
Miscellaneous	Integrated guest lecturers / hands ons
Indicative reading list	<ul style="list-style-type: none"> • Domschke, W. et. al (2015): Einführung in Operations Research, 9th edition., Springer Gabler, Wiesbaden. • Laudon, K.C., Laudon, J.P. and D. Schoder (2010): „Wirtschaftsinformatik – eine Einführung“, Pearson, München. • Shapiro, C., Varian, H. (2013): Information Rules: a strategic guide to the network economy

BSc International Management Double Degree

Human Resource Management (Personalmanagement)

Module	B-C-HR1
Semester	7
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programs	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Petra Kneip Building 5, Room 207, phone 07121/271-3022 petra.kneip@reutlingen-university.de
Lecturers	Prof. Dr. Petra Kneip Prof. Dr. Jürgen Schulze
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam (100%)
Weighting of Grade within overall program	5/192
Learning outcomes	After the successful completion of the course the students <ul style="list-style-type: none"> • possess a comprehensive review of essential HRM concepts and practices • should be able to explain what HRM is and understand its relevance to managers and employees in work organizations

BSc International Management Double Degree

	<ul style="list-style-type: none"> • know current issues in HRM and understand why firms are challenged by them • have discussed HRM from a strategic perspective and how it relates to the management process • have learned to critically assess significant HRM concepts and practices and become aware of the possibilities and limitations of HRM. • will be familiarized with and applied some of basic techniques and tools of HRM practices, e.g. workforce planning methods, analysis of job postings, social media in recruiting, selection methods, process of training design, performance appraisal forms. • have acquired in-depth knowledge of a contemporary HRM topic through self-study and independent research in a small group and are capable to effectively present the key findings of their study project in class.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG3: Working in 3 groups of students, the students analyse the different statements of companies concerning their view on the importance of their employees. They discuss and recognize the dilemma of companies to see their employees both as an asset and cost factor.</p> <p>CG 4: Working in 3 groups of students, the students deepen their knowledge about fundamental HRM fields of activities, e.g. recruiting & selection, workplace learning, compensation and workforce reduction, as well as HR strategies. They reflect on and evaluate different people management approaches and analyse consequences for managing people issues.</p> <p>CG 5: ESB graduates understand the importance of data and have the skills to apply data management and analysis.</p>
Contents/ Indicative syllabus	Introduction to the field, terms, role, responsibilities and the organization of the HR function, current and future challenges for HRM, HRM activities & practices, HR strategy, HR controlling, workforce planning, recruiting & selection, training & development, performance management, compensation & benefits, workforce restructuring & layoffs, term project.
Teaching and learning methodology	The didactic concept of the course blends lectures, students' presentations, case studies, self-studies and project work together.
Miscellaneous	Occasional guest lecture
Indicative reading list	<p>Recommended textbooks:</p> <ul style="list-style-type: none"> • Bartscher, Th., Nissen, R. (2017): Personalmanagement. Grundlagen, Handlungsfelder, 2nd edition., Praxis, Pearson, München. • Berthel, J., Becker, F. G. (2021): Personal-Management: Grundzüge für Konzeptionen betrieblicher Personalarbeit, 12th edition, Schäffer-Poeschel, Stuttgart.



BSc International Management Double Degree

- Bröckermann, R. (2021): Personalwirtschaft. Lehr- und Übungsbuch für Human Resource Management, 8th edition, Schäffer-Poeschel, Stuttgart.
- Dessler, G. (2020): Human Resource Management, 16th edition, Pearson, Harlow.
- Scholz, C. (2019): Grundzüge des Personalmanagements, 4th edition, Vahlen, München.
- Scholz, C. (2014): Personalmanagement. Informationsorientierte und verhaltenstheoretische Grundlagen, 6th edition, Vahlen, München.
- Stock-Homburg, R. (2019): Personalmanagement: Theorien - Konzepte – Instrumente, 4th edition, Gabler, Wiesbaden.

Additional literature, e.g. journal articles, is introduced throughout the semester

BSc International Management Double Degree

Accounting and Corporate Finance (Rechnungswesen und Unternehmensfinanzierung)

Module	B-C-ACC1_FIN1
Semester	5
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor /Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 214, phone 07121/271-3088 julia.brueggemann@reutlingen-university.de
Lecturers	Prof. Dr. Christoph Binder Prof. Dr. Julia Brüggemann
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour final exam
Weighting of Grade within overall programme	5/192
Learning outcomes	After the successful completion of the module the students should have developed the following competences <ul style="list-style-type: none"> • Professional competences: recapitulate their financial and managerial accounting knowledge ac-

BSc International Management Double Degree

	<p>quired in the first half of their studies; understand and use the German terminology for key accounting concepts; understand and refine knowledge on calculation methods and expand the interpretation capabilities of cost figures; conduct cost variance analysis and explore more advanced management accounting methods e.g. life-cycle-costing; critically discuss the differences of an accounting and controlling perspective; recapitulate the finance and investment knowledge acquired in the first half of their studies; understand and use the German terminology for key finance instruments and concepts; recapitulate financing instruments and its availability depending for different types of companies; calculate a company's cost of capital and critically reflect on its limitations; understand the theoretical foundations of the leverage effect and its practical applications; apply different valuation methods and understand their real life limitations; use derivative instruments for hedging purposes, understand the goals and instruments of financial planning</p> <ul style="list-style-type: none"> • Methodological competences: transfer basic principles of mathematics and statistics to the field of corporate finance. • Social competences: Active participation in classroom discussions and driving team learning experience. • Personal competences: independently define own knowledge gaps and proactively use tutorials provided
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students solve small case studies and exercises individually or in small teams, applying accounting, financing concepts and models to specific situation of companies
Teaching and learning methodology	Lectures (seminar-style), self-tests, student tutorials, articles
Miscellaneous	Company lectures

Accounting (Rechnungswesen)

Module	B-C-ACC1_FIN1 (Teilmodul Accounting)
Lecturers	Prof. Dr. Christoph Binder
Language of instruction	German
Credits (ECTS)	2,5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Accounting: Cost and profit accounting, management accounting and cost management, introduction to controlling, examples of financial accounting in an international context (HGB/IFRS)
Teaching and learning methodology	Lectures (seminar-style), self-tests, student tutorials, articles
Miscellaneous	n/a
Indicative reading list	<p><u>Mandatory reading:</u></p> <ul style="list-style-type: none"> • Weber, J., Weißenberger, B.E. (2021): Einführung in das Rechnungswesen, 10th edition, Schäffer-Poeschel. • Pre-readings and lecture notes will be provided through MS Teams. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Coenenberg, A.G., Fischer, T. M., Günther, T. (2016): Kostenrechnung und Kostenanalyse, 9th edition, Schäffer-Poeschel. • Coenenberg, A.G., Haller, A., Schultze, W. (2021): Jahresabschluss und Jahresabschlussanalyse, 26th edition, Schäffer-Poeschel. • Datar, S.M., Rajan, M. (2017): Horngren's Cost Accounting - A Managerial Emphasis, 16th edition, Pearson. • Friedl, G., Hofmann, C., Pedell, B. (2022): Kostenrechnung. Eine entscheidungsorientierte Einführung, 4th edition, Vahlen. • Horváth, P., Gleich, R., Seiter, M. (2019): Controlling, 14th edition, Vahlen. • Weber, J., Schäffer, U. (2022): Einführung in das Controlling, 18th edition, Schäffer-Poeschel.

BSc International Management Double Degree

Corporate Finance (Unternehmensfinanzierung)

Module	B-C-ACC1_FIN1 (Teilmodul Corporate Finance)
Lecturers	Prof. Dr. Julia Brüggemann
Language of instruction	German
Credits (ECTS)	2,5
Total work load	75 h (30 h contact, 45 h self-study)
Contact hours per week	2 SWS
Contents/ Indicative syllabus	Financing instruments, cost of capital (CAPM, WACC), capital structure including leverage effect, valuation methods, derivative instruments and hedging, financial planning
Teaching and learning methodology	Lectures (seminar-style), self-tests, student tutorials, articles
Miscellaneous	n/a
Indicative reading list	<p><u>Mandatory reading:</u></p> <ul style="list-style-type: none"> • Pre-readings and lecture notes will be provided through MS Teams. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Berk, J, DeMarzo, P. (2020): Grundlagen der Finanzwirtschaft, 5th edition, Pearson. • Brealey, R., Myers, S., Allen, F., Edmans, A. (2022): Principles of Corporate Finance, 14th edition, McGraw-Hill. • Eun, C., Resnick, B., (2020): International Financial Management – Global Edition, 9th edition, McGraw-Hill. • Perridon, L., Steiner, M., (2016): Finanzwirtschaft der Unternehmung, 17th edition, Vahlen.

Managerial Skills (Management Kompetenzen)

Module	B-C-SKILL3
Semester	7
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jörg Büechl Building 5, Room 213, Tel.: 07121/271-3058 joerg.buechl@reutlingen-university.de
Lecturers	Prof. Dr. Jörg Büechl Prof. Dr. Tobias Schütz
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Project assignment
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: Understand the theoretical foundations of leadership and motivation and can explain the taxonomy of leadership competencies Understand the basic theories of influencing people and apply them to



BSc International Management Double Degree

	<p>concrete negotiation situations Understand how to drive customer-centric innovation processes</p> <ul style="list-style-type: none"> • Methodological competences: Students learn methods of exerting targeted influence on individuals in order to achieve given goals Understand and apply methods of customer-centric innovation techniques (e.g. Design Thinking, Business Model Innovation, Lean Start-up) Understand and apply agile leadership principles • Social competences: Lead people in the context of business Work in a group to resolve typical business challenges in the fields of negotiations and customer-centric innovations • Personal competences: Evaluate and understand personal leadership behavior and apply reflection techniques to improve personal leadership effectiveness Understand and apply effective conflict management and negotiations skills on a personal level
Course specific contributions to AoL competency goals	<p>CG 4: Understand and apply leadership, team management and negotiation concepts to resolve business challenges. CG 5: Students will have basic understanding of leadership, customer-centric innovation and negotiation concepts and techniques CG 6: Students are able to work with customer-centric innovation techniques and understand how to apply them in business situations</p>
Teaching and learning methodology	<p>Seminar style teaching with integrated project work. Students will first learn the theoretical background and then apply them to specific business situations. Students apply their learnings of the various fields to a group project which will be presented at the end of the class.</p>
Miscellaneous	n/a

BSc International Management Double Degree

Customer-centric Innovation (Kundenzentrierte Entwicklungsmethoden)

Module	B-C-SKILL3.1
Lecturers	Prof. Dr. Jörg Büechl
Language of instruction	German
Credits (ECTS)	2
Total work load	30 h (12 h contact, 18 h self-study)
Contact hours per week	1 SWS
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Design Thinking (e.g. developing persona, point of view, creative innovation methods) • Business Model Generation • Lean Start-up
Teaching and learning methodology	Seminar-style lecture, exercises and simulations
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Lewrick, M., Link, P., Leifer, L., Schmidt, A. (2019): Das Design Thinking Toolbook: Die besten Werkzeuge & Methoden, 1. Aufl. Vahlen • Lewrick, M., Link, P., Leifer, L., Schmidt, A. (2018): Das Design Thinking Playsbook: Mit traditionellen, aktuellen und zukünftigen Erfolgsfaktoren, 2. Aufl. Vahlen • Osterwalder, A., Pigneur, Y., Bernarda, G. (2014): Value Proposition Design: How to Create Products and Service Customers Want (Strategyzer), 1. Aufl. Wiley • Ries, E. (2017): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 1. Aufl. Currency

Negotiation Skills (Verhandlungsführung)

Module	B-C-SKILL3.2
Lecturers	Prof. Dr. Tobias Schütz
Language of instruction	German
Credits (ECTS)	2
Total work load	60 h (24 h contact, 36 h self-study)
Contact hours per week	1,5 SWS
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Psychological backgrounds for difficult negotiation situations • Integrative negotiation management: Achieving more together • Cybernetic negotiation: Achieving better results faster • Protective negotiation management: Blocking negative patterns • Success factors in negotiation planning and execution • Unusual and surprising tactical options in negotiations
Teaching and learning methodology	Seminar-style lecture, exercises and simulations
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Cialdini, R. (2001): Harnessing the Science of Persuasion, in: Harvard Business Review, Reprint R0109D, Oct. 2001, p.72-79 • Dutton, K. (2012): Gehirnflüsterer: Die Fähigkeit, andere zu beeinflussen, 5. Aufl., Deutscher Taschenbuch Verlag • Fisher, R.; Ury, W.; Patton, B. (2012): Getting to Yes: Negotiating an agreement without giving in, 7th edition, Random House Business • Lay, R. (1999): Dialektik für Manager – Methoden des erfolgreichen Angriffs und der Abwehr, 19. Aufl. Wirtschaftsverlag Langen-Müller/Herbig • Schulz von Thun, F. (2010): Miteinander reden: 1 - Störungen und Klärungen: Allgemeine Psychologie der Kommunikation. 48. Aufl. Rowohlt Taschenbuch Verlag

Leadership & Team Management (Führung & Team Management)

Module	B-C-SKILL3.3
Lecturers	Prof. Dr. Jörg Büechl
Language of instruction	German
Credits (ECTS)	2
Total work load	60 h (24 h contact, 36 h self-study)
Contact hours per week	1,5 SWS
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Theoretical foundations of leadership and motivation and can explain the taxonomy of leadership competencies • Agile leadership principles • Establishing psychological safety within organizations • Developing high performing teams
Teaching and learning methodology	Seminar-style lecture, exercises and simulations
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Brandes-Visbeck, C., GEnsinger, I. (2017): Netzwerk schlägt Hierarchie: Neue Führung mit Digital Leadership, 1. Aufl. Redline Verlag • Chestnut, B. (2017): 9 Types of Leadership: Mastering the Art of People in the 21st Century Workplace, 1st edition. POST HILL PR • Joiner, W., Josephs, S. (2006): Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change, 1st edition. Jossey-Bass • Leopold, K. (2018): Agilität neu denken: Warum agile Teams nichts mit Business Agilität zu tun haben, 1. Aufl. LEANability GmbH • Slogar, A. (2020): Die agile Organisation: Wo anfangen? Wie Mitarbeiter und Führungskräfte begeistern? Wie Strukturen und Strategien anpassen? 1. Aufl. Carl Hanser Verlag GmbH & Co. KG • Summerer, A., Maisbeger, P. (2018): Teamwork agil gestalten – Das Mitmachbuch, 1. Aufl. Carl Hanser Verlag GmbH & Co. KG

Colloquium International Matters II (Fachkolloquium Internationales II)

Module	B-C-SKILL4
Semester	5
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 214, phone 07121/271-3099 julia.brueggemann@reutlingen-university.de
Lecturers	All program directors of all IMX-links
Language of instruction	German
Total number of credits	1
Total work load	30 h (15 h contact, 15 h self-study)
Contact hours	1 SWS
Examination/ Type of assessment	No exam
Weighting of Grade within overall programme	1/192
Learning outcomes	<p>After successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: Understand and use different approaches to integrate oneself in new environment, particularly with regards to new working styles, teaching methods as well as setting of daily priorities for successful studies

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Transfer theoretical principles of intercultural management and communication by real life experience in a new, foreign environment • Social competences: Active participation and integration in a new environment, setting own priorities, reduce barriers e.g. in talking in a foreign language as well as driving own priorities to be successful in studies as well as internship • Personal competences: Independently define own mode of integration, identification of gaps e.g. in language competencies and overcome barriers to address those gaps in an effective and efficient manner
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG1: Group mentoring sessions and selected follow-up meetings with individual students to work and discuss on their current situation as well as improvement potential on language competencies.</p> <p>CG2: Group mentoring sessions where students express their challenges living and learning in a new cultural environment as well as feedback from mentor as well as peers regarding measures to further facilitate adaption and integration process</p>
Contents/ Indicative syllabus	The colloquium covers relevant aspects of successful integration in a foreign environment. Individual and group mentoring sessions with students coming or going abroad will facilitate this process e.g. with regards to understanding of lectures, planning of courses, working methodologies, infrastructure as well as integration in a new environment.
Teaching and learning methodology	Group as well as individual mentoring sessions, on a case-by-case basis student presentations and short essays
Miscellaneous	n/a
Indicative reading list	n/a

Methods of Scientific Work (Methoden des wissenschaftlichen Arbeitens)

Module	B-C-RES2
Semester	7
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Sebastian Bunnenberg Building 5, Room 211, phone 07121/271-3138 sebastian.bunnenberg@reutlingen-university.de
Lecturers	Prof. Dr. Sebastian Bunnenberg Dr. Tim Straub
Language of instruction	German
Total number of credits	5
Total work load	150 h (30 h contact, 120 h self-study)
Contact hours	2 SWS
Examination/ Type of assessment	One-hour exam (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students have laid the theoretical foundation for the following competences:</p> <ul style="list-style-type: none"> Professional competences: The students will learn about how to find a research question, to structure a thesis, to organize the respective workflow and to present the results in an international standard.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: This module gives an overview of the most important quantitative and qualitative research methodologies for basic research approaches in management studies. • Social competences: Methodological abilities and reflection on scientific credibility enables the students to become part of national and international research teams • Personal competences: By acquiring important methodological competencies which can be applied also in other classes, the students will be empowered for studies towards a Master degree.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students learn fundamentals of research ethics in order to prepare them for their own research in the bachelor thesis.</p> <p>CG 4: Students enhance their knowledge about research methods and build up competencies for analyzing business related questions in a scientific manner.</p>
Contents/ Indicative syllabus	Types, objectives, and quality criteria of scientific work; developing a suitable research question for a Bachelor thesis; structuring a Bachelor thesis; literature research and management; conducting a literature review; measuring quantitative phenomena; sampling strategies; using survey to obtain quantitative data; conducting experiments and simulation in business research; overview of methods of quantitative analysis; estimating causal effects with empirical data; obtaining qualitative data; overview of methods of qualitative data analysis
Teaching and learning methodology	Interactive lecture format
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Ghauri, P. N., Grønhaug, K., & Strange, R. (2020). Research Methods in Business Studies (Fifth Edition). Cambridge University Press. • Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th Edition). Pearson. • Theisen, M. R. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit (18. Auflage). Verlag Franz Vahlen.

BSc International Management Double Degree

International Business Law (Internationales Wirtschaftsrecht)

Module	B-C-LAW1
Semester	5
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Markus Conrads, Building 5, Room 212, phone 07121/271-3080 markus.conrads@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Presentation (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: identify and apply appropriate international agreements (international treaties/protocols) for the drawing up of international contracts; identify and apply the local regulations in order to develop/manage corporations in a foreign country • Methodological competences: analyze topics of an area of business they are not familiar with – and law is such an area; summarize their results of research for a layman

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Social competences: be open for the proposals of potential contract partners and react on them appropriately • Personal Competence: gain an understanding of and be able to apply ethical theories to managerial decision-making
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: During the course students coming from different countries compare in a seminar thesis they prepare in a group work different legal systems with each other.</p> <p>CG 5: The students will learn about recent developments on the contract law regarding software development and the provision of it-services.</p>
Contents/ Indicative syllabus	<p>Part 1: Legal framework for interaction with consumers and entrepreneurs</p> <p>General Contract Law I: Conclusion and Validity of Contracts (20%)</p> <ul style="list-style-type: none"> • Declaration of intent and conclusion of contract • Grounds for avoidance and nullity • Representation <p>General Contract Law II: Breach of Contract (20%)</p> <ul style="list-style-type: none"> • Withdrawal • Default and refusal of acceptance • Impossibility • Compensation for breach of secondary obligation • Default of the debtor • Pre-contractual Obligation • Obligatory accommodation • Set-off and remission contract <p>Special Contract Law I: Sales Law (7%)</p> <ul style="list-style-type: none"> • General Sales Law • Sales and Consumer Protection <p>Special Contract Law II: Credit Protection (3%)</p> <p>Part 2: Commercial law (50%)</p> <ul style="list-style-type: none"> • Merchant and company • Procuration, power of attorney and commercial register

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Commercial transaction and purchase • International Commercial Law
Teaching and learning methodology	Blended Learning: Classroom teaching is supplemented by content that is made available to the students as videos. In the learning event, basics are taught and case studies are solved online by the individual students.
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Conrads, M. (2017): Internationales Kaufrecht, 1. Aufl., De Gruyter Oldenbourg, Berlin/Boston. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Conrads, M. (2022): Rügeobliegenheit und Beweislast in Einkaufsbedingungen, in IHR (2022), S. 1 • Conrads, M. (2022): AGB-Vertragsaufhebungsklauseln in CISG-Kaufverträgen, in IHR • Conrads, M. (2018): Zeitliche Schranken der kaufrechtlichen Gewährleistung im Auslandsgeschäft, in RIW, S. 573

Strategic Management (Strategisches Management)

Module	B-C-STR1
Semester	7
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jörg Büechl Building 5, Room 213, phone 07121/271-3058 joerg.bueechl@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total workload	150 h, (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Project assignment
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: To understand and discuss the environment and background of today's managers, to analyze processes and methods for scenario planning and developing strategies (e.g. military vs. business strategy, SWOT/GAP-analysis, portfolios) • Methodological competences: To develop a perspective about business processes, to understand

BSc International Management Double Degree

	<p>the ways in which a company can create and sustain competitive advantages, to formulate, communicate, implement and control effective business strategies, to understand by haptic managements games the problems occurring in companies</p> <ul style="list-style-type: none"> • Social competences: To use oral communication skills to discuss and formulate alternative business strategies and model with peers, to evaluate own contribution to the success of a group • Personal competences: To encourage students to develop their own business ideas, to be able to evaluate strategies, to manage change in an evolving business context
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: to understand and discuss the environment and background of today's international manager's tasks.</p> <p>CG 3: to analyze processes and methods for developing strategies; to develop a perspective about business processes, to understand the ways in which a company can create and sustain competitive advantages.</p> <p>CG 4: to formulate, communicate, implement and control effective business strategies; to encourage students to develop their own business ideas, to be able to evaluate strategies, to manage change in an evolving business context</p>
Contents/ Indicative syllabus	The environment of today's managers, processes and methods for planning scenarios and for developing strategies, visions, missions, value and competitive advantages, strategists and managers in the context of time, disruption, digitalization, globalization, corporate objectives and customer satisfaction
Teaching and learning methodology	Seminar style teaching with integrated project work. Students will first learn the theoretical background and then apply it to specific business situations.
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Lynch, R. (2021): Strategic Management, 9th edition. SAGE Publications Ltd. • Müller, H., Wrobel, M. (2021): Unternehmensführung: Strategie – Management – Praxis, 1. Aufl.. De Gruyter Oldenbourg. • Ramirez, R., Wilkinson, A. (2016): Strategic Reframing: The Oxford Scenario Planning Approach, 1st edition. OUP Oxford. • Schilling, C., Jones, M., Gareth, J. (2019): Strategic Management: An Integrated Approach, 13th edition. South-Western College Publishing. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Barney, J., Hesterley, W. (2018): Strategic Management and Competitive Advantage: Concepts and Cases. Pearson.



BSc International Management Double Degree

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| | <ul style="list-style-type: none">• Fink, A., Siebe, A. (2016): Szenario-Management: Von strategischem Vorausdenken zu zukunftsrobusten Entscheidungen, 1. Aufl. Campus Verlag GmbH.• Fortmann, H., Conrad, D. (2020): The Unknown is the New Normal: Was wir aus der Corona-Herausforderung für die digitale Transformation lernen, 1st edition. Frankfurter Allgemeine Buch.• Kotter, J., Klein, K. (2015): Accelerate: Strategischen Herausforderungen schnell, agil und kreativ begegnen, 1. Aufl. Vahlen.• Kudernatsch, D. (2020): Toolbox Objectives and Key Results: Transparente und agile Strategieumsetzung mit OKR, 1. Aufl. Schäffer-Poeschel.• Zornek, W. (2021): Agile Strategieumsetzung: Wirkungsvoll führen durch aktives Selbstmanagement, 1. Aufl. Haufe. |
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BSc International Management Double Degree

Corporate Management (Unternehmensführung)

Module	B-C-STR2
Semester	8
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jörg Büechl Building 5, Room 213, phone 07121/271-3058 joerg.bueechl@reutlingen-university.de
Lecturers	Prof. Dr. Christoph Binder Prof. Dr. Jörg Büechl
Language of instruction	German
Credits (ECTS)	5
Total workload	150 h, (30 h contact, 120 h self-study)
Contact hours per week	2 SWS
Examination/ Type of assessment	Group Project including Group Presentations
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: To understand and discuss the environment and background of today's manager to analyse processes and methods for developing strategies, to assess the effects of business decisions and alternative strategies, to understand the central challenges of ecological, economic

BSc International Management Double Degree

	<p>and social development as well as the most important concepts of sustainability for overcoming them</p> <ul style="list-style-type: none"> • Methodological competences: To develop a perspective about business processes, to understand the ways in which a company can create and sustain competitive advantage by structuring problems and story lining/telling and by implementing and controlling effective business strategies; to assess the sustainable effects of business decisions and alternative strategies, to master various methods of controlling and to apply these independently in a business simulation • Social competences: To use oral communication skills to discuss and formulate alternative business strategies and model with peers, to evaluate own contribution to the success of a group (business simulation) • Personal competences: To encourage students to familiarize themselves with complex situations of a company, to act in a team in a problem-solving and decision-oriented manner, to be able to evaluate strategies and to manage change in an evolving business context
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: to analyze processes and methods for developing strategies: to develop a perspective about business processes, to understand the ways in which a company can create and sustain competitive advantages.</p> <p>CG 4: to formulate, communicate, implement and control effective business strategies: to encourage students to be able to evaluate strategies, to manage change in an evolving business context</p>
Contents/ Indicative syllabus	A business simulation covering the environment of today's managers, processes and methods for developing strategies and competitive advantages, strategists and managers in the context of time, sustainable management, strategic and operational planning, cost and revenue accounting, KPI and reporting.
Teaching and learning methodology	Interactive subject and business simulation
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Armstrong, G., Kotler, P., Opresnik, M. (2019): Marketing: An Introduction, 9th edition. Pearson • Brealey, R., Myers, S., Allen, F. (2019): Principles of Corporate Finance, 13th edition, McGraw-Hill. • Schilling, C., Jones, M., Gareth, J. (2019): Strategic Management: An Integrated Approach, 13th edition. South-Western College Publishing. • Weber, J., Schäffer, U. (2022): Einführung in das Controlling, 17. Aufl, Schäffer-Poeschel.



In-depth reading:

- Weber, J., Schäffer, U., Binder, C. (2022): Einführung in das Controlling. Übungen und Fallstudien mit Lösungen, 5. Aufl, Schäffer-Poeschel.

BSc International Management Double Degree

Business Ethics (Wirtschaftsethik)

Module	B-C-ETH1
Semester	7
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Anna-Lena Kotzur Building 5, Room 214, phone 07121/271-3040 anna-lena.kotzur@reutlingen-university.de
Lecturers	Thomas Atze
Language	German
Total number of credits	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours	4 SWS
Examination/ Type of assessment	One-hour written exam
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the course the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: understand and discuss the relevance of ethics and CSR in society and business life and the limitations of our “industrial way of life” in the context of the natural environment and globalization (awareness); ability to analyse ethical business challenges based on theories (analysis); familiar with the main tools and instruments to apply ethics in business situations (implementation).

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: discuss and develop complex ethical concepts in real-life situations and apply tools. • Social competences: refine oral and written communication skills; improve the ability to work in teams under time pressure; give and receive feedback by fellow students in a structured manner • Personal competences: take the initiative for a responsible and future oriented behavior in society and business.
Course-specific contributions to AoL competency goals (CG 1 – 6)	CG 3: The lecture develops the awareness of students about ethical challenges in business practice by case analysis, enables students to analyze business situations from a moral point of view by discussing fundamental ethical theories and further enables students to solve ethical challenges in business practice by discussing approaches for implementing ethics/CSR in business operations with case studies.
Contents/ Indicative syllabus	<p>Most important conflicts and struggles in business operations and their embeddedness in society, institutional fields, organizations, and individual behaviors.</p> <p>Stakeholder perspective and the analysis of specific business operations based on stakeholder analysis</p> <p>Key actors in the field of CSR and business ethics and their roles</p> <p>Normative theories of business ethics (discourse or Kantian ethics; applied ethics like business ethics, engineering ethics, ...)</p> <p>Concepts and theories like CSR, sustainability management</p> <p>Tools for improving ethical behavior in business operations (e.g. reward systems; compliance structures, norms)</p>
Teaching and learning methodology	Interactive lecture
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Crane, A./Matten, D. (2019): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 5th edition, Oxford University Press, Oxford. • Trevino, L./Nelson, K. (2017): Managing business ethics, 7th edition, Oxford University Press, Oxford. <p><u>In-depth reading:</u></p> <p>More readings will be provided</p>

Supply Chain Management (Supply Chain Management)

BSc International Management Double Degree

Module	B-C-SCM
Semester	5
Duration of module	1 Semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Stephan Höfer Building 5, Room 212, phone 07121/271-3062 stephan.hoefer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	3
Total work load	90 h (30 h contact, 60 h self-study)
Contact hours per week	2 SWS
Examination/ Type of assessment	One-hour written exam
Weighting of Grade within overall programme	3/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competencies: After successfully attending this lecture, the participants should be able to understand and to evaluate complex international supply chains. They acquire deep knowledge about the wide spectrum of challenges in procurement, production and distribution of goods and services. In addition, they reflect about how to apply new approaches to design flexible and synchronized value streams.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: One key success factor in supply chain management is synchronizing value streams in a rapidly changing environment. They learn tools, measures and techniques to identify potentials and develop improvements. • Social competences: The participants learn to understand how intelligent measures can help to increase the sustainability in supply chains, especially in the field of reverse logistics. • Personal competences: Based on their trained skills the participants are competent partners for specialists in production and logistics. They are able to quickly gain an overview about the coherent elements within a supply chain and are enabled to identify success factors by applying structuring and analytical methods for complex problems.
Course-specific contributions to AoL competency goals (CG 1 – 6)	<p>CG 3: Discussion and reflection of ethical issues included in cases.</p> <p>CG 4: Application of theory to case studies; transfer and application of interdisciplinary and module specific concepts and methods using examples</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> - Supply Chain Management - Logistic KPI´s - International Procurement - Synchronized Production - International Distribution - Reverse Logistics - Sustainability in Logistics - Business Case
Teaching and learning methodology	Mix between lectures, case studies, and self-learning phases. Case studies and discussion topics will be prepared by the students for the next session(s).
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Kummer, Sebastian et al.(2019): Grundzüge der Beschaffung, Produktion und Logistik. Pearson Deutschland GmbH, 4. Auflage • Werner, Hartmut (2020): Supply Chain Management, 7. Ausgabe, Springer Gabler Verlag, Wiesbaden
Mandatory Internship II (Pflichtpraktikum II)	
Module	B-C-INT2

BSc International Management Double Degree

Semester	6 (5 and 7)
Duration of module	1 Semester
Type of module	Core
Courses included in the module	Preparation for Internship II (Semester 5) Mandatory Internship II (Semester 6) Colloquium on Internship II (Semester 7)
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jürgen Schulze Building 5, Room 222a, phone 07121/271-3003 jürgen.schulze@reutlingen-university.de
Lecturer	Prof. Dr. Petra Kneip Prof. Dr. Jürgen Schulze
Total number of ECTS	24
Examination/ Type of assessment	Students must submit to the internship office (upload in Relax) The internship contract The internship report and presentation – in the semester following the internship Employment certificate (as soon as possible) Students will have to attend the colloquium seminar in the semester following the internship, prepare a presentation and share their internship experience with the audience.

BSc International Management Double Degree

Preparation for Mandatory Internship II (Praktikumsvorbereitung II)

Module	B-C-INT2.1
Lecturers	Prof. Dr. Jürgen Schulze
Language of instruction	German
Semester	6
Total work load	60 h, (15 h contact, 45 h self-study)
Contact hours per week	1 SWS
Weighting of Grade within overall programme	ungraded
Learning outcomes	<p>After the successful completion of the course the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: To recognize the importance of rhetorical concerns, such as audience and purpose, to develop basic skills related to grammar, mechanics, and style, to be able to organize and run any kind of meeting • Methodological competences: Principles of communication, body language, presenting to an audience, dealing with critical situations in communication • Social competences: To learn the complexity of network structure in a living organization/company, to perform and to excel in an organization/company • Personal competences: Independent composition of a curriculum vitae and letter of application, to be able to work successful in an internship environment
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: To recognize the importance of rhetorical concerns, such as international audience.</p> <p>CG 3: to learn the complexity of international network structure in a living organization/company, to perform and to excel in an organization/company.</p> <p>CG 4: to develop basic skills related to grammar, mechanics, and style, to be able to organize and run any kind of meeting; to set up an independent composition of a curriculum vitae and letter of application, to be able to work successful in an internship environment.</p> <p>CG 5: Practical use of enterprise software</p>
Contents/ Indicative syllabus	Get an overview of the preparation, content and procedure of the internship semester; review, research and analyze career related information including discipline specific career options; critically analyse individual competencies



BSc International Management Double Degree

	and how this translates from academic to employment; set up an independent composition of a curriculum vitae and letter of application, to be able to work successful in an internship environment.
Teaching and learning methodology	Information sessions, continuous support & feedback from ESB Career Center and internship office.
Miscellaneous	n/a
Indicative reading list	Course Material / E-Learning courses provided by the ESB Career Center

Mandatory Internship II (Pflichtpraktikum II)

Module	B-C-INT2.2
Lecturers	Prof. Dr. Jürgen Schulze
Language of instruction	German
Semester	6
Total work load	450 h self-study
Contact hours per week	None
Weighting of Grade within overall programme	ungraded
Learning outcomes	<p>After the successful completion of the second mandatory internship, students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: To learn to apply the basic knowledge acquired during their studies to simplify practical problems in business enterprises or organizations, and to understand better the practical relevance of the acquired abstract knowledge. • Methodological competences: WIL (Work Integrated Learning) experience by internship for at least 20 weeks; Learning by Doing • Social competences: Insights should be gained into real business issues, and the socio-economic dimensions of decision-making processes should be understood • Personal competences: To work in individual departments of a business enterprise, organization, or government body, to complete complex projects, or parts of such projects, under supervision, to report and/or present project results to management responsible for the project or the department. Involvement in operational or organizational work processes.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: To learn to apply the basic knowledge acquired during their studies to simplify practical problems in international business enterprises or organizations, and to understand better the practical relevance of the acquired abstract knowledge.</p> <p>CG 3: to work in individual departments of a business enterprise, organization, or government body, to complete simple projects, or parts of projects, under supervision.</p>

BSc International Management Double Degree

	<p>CG 4: to report and/or present project results to management responsible for the project or the department. Involvement in operational or organizational work processes.</p> <p>CG 5: Practical use of enterprise software</p>
Contents/ Indicative syllabus	<p>Work in individual departments of a business enterprise, organisation, or government body. Independent processing of simple projects, or parts of projects, under supervision. Report and/or presentation of project results to management responsible for the project or the department. Involvement in operational or organisational work processes. Presentations about the internship with regard to tasks and responsibilities for projects assumed, solutions developed and knowledge gained in the process.</p>
Teaching and learning methodology	Learning by doing
Miscellaneous	n/a
Indicative reading list	n/a

BSc International Management Double Degree

Colloquium on Mandatory Internship II (Kolloquium Pflichtpraktikum II)

Module	B-C-INT2.3
Lecturers	Prof. Dr. Petra Kneip
Language of instruction	German
Semester	7
Total work	90 h (15 h contact, 75 h self-study)
Contact hours per week	1 SWS
Weighting of Grade within overall programme	Ungraded for ESB Business School degree; some partner institutions required grade
Learning outcomes	<p>Concise and structured presentation of tasks assumed or projects carried out during the second Internship using professional methods. Assessment of learning results or knowledge gained during the second Internship. Critical analysis of work processes and problem-solving methods in the organizational unit in which the Internship was served and formulation of approaches for improvement.</p> <ul style="list-style-type: none"> • Professional competences: To be able to give a structured presentation of the projects the students worked on during their second internship. To show how advanced academic knowledge can be transferred to real problems in a company or an organization. Become an idea on structures and processes in profit and non-profit organizations. • Methodological competences: Transfer advanced academic problem solving methods and instruments to more complex real problems in business. Structure real problems/situations in a way to make problem solving instruments and approaches applicable. Be able to apply project management instruments to manage complex projects outside the academic world. To summarize the impressions and experiences from a longer work experience in a written report, to give an oral presentation on it. • Social competences: Improve written and oral communication as well as presentation skills on a higher level. Integrate yourself in a team and work together in a team with experienced professionals. Give and receive feedback by experienced colleagues and by managers. • Personal competences: To derive personal consequences from the work experience in an organization. To become a more detailed idea of own talents and job perspectives and to communicate it in a clear and structured manner.

BSc International Management Double Degree

	Preparation for a later career in a company or a non-profit organization.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Students reflect on their challenges in working in different cultural country-specific and company-specific environments.</p> <p>CG 3: Students elaborate on specific tasks and results within their mandatory internship and reflect on ethical implications.</p> <p>CG 4: Students present their independent contributions to specific projects and reflect on applying managerial concepts to business situations</p> <p>CG 5: Students may present their work experience in form of an interactive website</p>
Contents/ Indicative syllabus	Presentation of their “work experience report” with the most important insights gained in the internship including: the organization, tasks or projects completed, most important work results, learning success and suggestions for improvement for the decision-making and solution-seeking processes of the organization concerned. Follow-up tutorial.
Teaching and learning methodology	Independent formulation, presentation, and tutorial.
Miscellaneous	n/a
Indicative reading list	n/a

Bachelor Thesis (Bachelorarbeit)

Module	B-C-PRO
Semester	8
Duration of module	1 semester
Type of module	Core
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 214, phone 07121/271-3088 julia.brueggemann@reutlingen-university.de
Lecturers	All professors
Language	German / English
Total number of credits	12
Total work load	360 h self-study
Contact hours	None
Examination/ Type of assessment	Bachelor thesis (100%)
Weighting of Grade within overall programme	12/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional / methodological competences: extract key information elements from a comprehensive / extensive research field and structure, prepare and present the findings • Social / personal competences: organize oneself through 5-month project



BSc International Management Double Degree

Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students defining a suitable research question, which they attempt to answer by guided self-study with a stress on adequate methodology, thorough use of the relevant literature and a focus on applicability of the results. This makes it possible to assess this competency goal at this point.
Contents/ Indicative syllabus	Individual – depending on topic and research method chosen
Teaching and learning methodology	Preparation and presentation of process
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none">• Depending on topic• Guidelines for writing academic papers at ESB Business School Current version https://teams.microsoft.com/l/team/19%3ane-Ogn4A7iDiN89JyR2DZhkl6bZy0fovo8lhyc_GjCBo1%40thread.tacv2/conversations?groupId=f0dd0d85-04ad-4c88-af85-a1b29131db98&tenantId=a0629466-5815-4bba-a174-daf8ccaf3be1

7. Electives CSIC Business German (Wahlpflichtmodule Wirtschaftsdeutsch)

Communication Skills and Intercultural Competence – Business German
(Kommunikationsfähigkeiten und Interkulturelle Kompetenz – Wirtschaftsdeutsch)

Module	B-E-CL1
Semester	5
Duration of module	1 semester
Type of module	Elective, mandatory for non-native German speakers, who do not have C1 level German
Courses included in the module	Communication Skills and Intercultural Competence (Business German) Colloquium International Matters
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Niamh O'Mahony Building 17, Room 113, phone 07121/271-3028 niamh.omahony@reutlingen-university.de
Total number of ECTS	5
Examination/ Type of assessment	Continuous assessment and active participation (50%), two-hour written examination (50%)

BSc International Management Double Degree

Communication Skills and Intercultural Competence – Business German (Kommunikationsfähigkeit und Interkulturelle Kompetenz - Wirtschaftsdeutsch)

Module	B-E-CL1.1
Lecturers	Ms. U. Heim-Cycon Ms. Veronika Kronfeld-Hein Ms. Sibylle Raisig Ms. Franziska Schröder
Language of instruction	German
Credits (ECTS)	5
Semester	5
Total work load	120 h (60 h contact, 60 h self-study)
Contact hours per week	4 SWS
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: an understanding of the workings of the German economy, business culture and business style in Germany. Expansion of business vocabulary relevant to the business modules studied by them on the business side of their degree program. Improved oral and written skills in German. Advanced German grammar knowledge. Job application documentation and interview skills in German. • Methodological competences: Presentation skills both individual and group. • Social competences: Improved communication skills (oral and written) and ability to work under time pressure in the foreign language in intercultural groups. • Personal competences: the confidence to apply for jobs in German-speaking countries in the area of international management.

BSc International Management Double Degree

Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG1: Students are provided with oral/written German skills to help them to follow and participate in their German business lectures/classes and apply for an internship in Germany.</p> <p>CG2: Students are made aware of the context within which German business functions.</p>
Contents/ Indicative syllabus	<p>Insight into the German economy and business culture in Germany. Business vocabulary relevant to the business modules studied by students in the second half of their studies. Improvement of grammar, pronunciation, written and oral German. Job applications, interviews and presentations. Levels B1 – B2 of the Common European Framework of Languages will be offered.</p>
Teaching and learning methodology	<p>Reading, writing, listening comprehension, role plays, discussions, presentations, interviews, group work, peer-learning.</p>
Miscellaneous	<p>n/a</p>
Indicative reading list	<ul style="list-style-type: none"> • Weekly newspapers: FAZ, DIE ZEIT, Der Spiegel u.a. • Buscha, A., Matz, J., Raven, S., Szita. (2016). Entscheidungen. Deutsch als Geschäfts- und Verhandlungssprache. Schubert-Verlag;Leipzig. • Dreyer, H. and Schmitt, R. (2007): Lehr- und Übungsbuch der deutschen Grammatik, Hueber, München. • Fiegler-Poyet, M., Straub, B., Thiele, P. (2008). Das Testbuch Wirtschaftsdeutsch, Deutsch als Fremdsprache in der Wirtschaft. Langenscheidt: Berlin und München. <p>Further reading will be recommended in class</p>

8. Elective Business Course (Wahlpflichtmodule)

Internationalization of Business Activities (Internationalisierung von Geschäftsaktivitäten)

Module	B-E-BUS2
Semester	7
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Philipp von Carlowitz Building 5, Room 210, phone 07121/271-3017 philipp.von-carlowitz@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two presentations, 1st presentation (30%), 2nd presentation (70%)
Weighting of Grade within overall programme	5/192
Learning outcomes	After the successful completion of the module the students should have developed the following competences: <ul style="list-style-type: none"> • Professional competences: gain knowledge on African economies and doing business in lesser developed countries; thinking and acting in foreign cultures; development

BSc International Management Double Degree

	<p>of coherent and implementable business concepts; development of decision-making skills</p> <ul style="list-style-type: none"> • Methodological competences: development of a business model, internationalization of business and all its different facets • Social competences: refine oral and written communication skills; give and receive feedback by fellow students in a structured manner • Personal competences: skills in dealing with complex issues, presentation skills
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG2: Understanding the impact of different (African) culture and circumstances on business activities; CG4: In a case study, management concepts are applied to develop a specific business model for a start-up company when entering an Emerging Market CG5: Researching and analyzing statistical data for top-down market analysis</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Business Model development incl. case • African economies and doing business in Africa • Market entry and development • Internationalization of Supply Chains • Impact of digitalization / new technologies on business • Students will be asked to develop a business model for a small start-up company producing solar run appliances (esp. lamps) for the African market. • In general, the structure of this elective is in each session: the first part is a lecture, second part is a case study
Teaching and learning methodology	Lectures, group work, case studies and discussions.
Miscellaneous	Guest lecture (tbc)
Indicative reading list	<p><u>Recommended reading:</u></p> <ul style="list-style-type: none"> • Gassmann, O.; Frankenberger, K.; Csik, M. (2013). Geschäftsmodelle entwickeln: 55 innovative Konzepte mit dem St. Galler Business Model Navigator. Hanser Verlag. • Osterwalder, Alexander; Pigneur, Yves (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons. • Schallmo (2013). Geschäftsmodelle entwickeln. Springer Gabler Verlag, Wiesbaden.



BSc International Management Double Degree

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| | <ul style="list-style-type: none">• Zott, C.; Amit, R.; Massa, L. (2011). The Business Model: Recent Developments and Future Research, in: Journal of Management, Vol. 37, No. 4, pp. 1019-1042.• Zott, C.; Amit, R. (2013). The business model. A theoretically anchored robust construct for strategic analysis, in: Strategic Organization. Vol. 11, No. 4, pp. 403-411.• Various HBR case studies |
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Further relevant readings will be distributed in class.

Knowledge Intensive Companies (Wissensintensive Unternehmen)

Module	B-E-BUS3
Semester	7
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Günter Bitsch Building 16, Room 111, phone 07121/271-3079 guenter.bitsch@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two hours written exam (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Know-how and understanding knowledge intensive companies in regard to their internal structures and external performance relationships • Can assess the role of the knowledge worker and its specifics • Know and apply management and leadership conceptions for knowledge intensive companies • Know and apply growth strategies for knowledge intensive companies

BSc International Management Double Degree

Course-specific contributions to AoL competency goals (CG 1 - 6)	CG4: Students develop their problem-solving skills by applying knowledge and methods in knowledge-intensive firms from both a personal as well as an organizational view of governance.
Contents/ Indicative syllabus	<p>The module covers:</p> <ul style="list-style-type: none"> • Structures of knowledge intensive companies • Knowledge Worker as the dominant key player • Leading knowledge intensive companies • Strategic management conceptions • Growth management strategies
Teaching and learning methodology	Lectures, case studies and cooperation in groups.
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Alvesson, M. (2004). <i>Knowledge work and knowledge-intensive firms</i>. OUP Oxford. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Costas, J., & Kärreman, D. (2016). The bored self in knowledge work. <i>Human Relations</i>, 69(1), 61-83. • Geigenmüller, A. (2018). Service Business Development für wissensintensive Dienstleistungen. In <i>Service Business Development</i> (pp. 567-585). Springer, Wiesbaden. • Kärreman, D., & Alvesson, M. (2009). Resisting resistance: Counter-resistance, consent and compliance in a consultancy firm. <i>Human relations</i>, 62(8), 1115-1144. • Løwendahl, B. (2005). <i>Strategic management of professional service firms</i>. Copenhagen Business School Press • Castellani, P., Rossato, C., Giaretta, E. et al. (2021), Tacit knowledge sharing in knowledge-intensive firms: the perceptions of team members and team leaders. <i>Rev Manag Sci</i> 15, 125–155. https://doi.org/10.1007/s11846-019-00368-x • Harvey, W.S., Mitchell, V.-W., Almeida Jones, A. and Knight, E. (2021), The tensions of defining and developing thought leadership within knowledge-intensive firms, <i>Journal of Knowledge Management</i>, Vol. 25 No. 11, pp. 1-33. https://doi.org/10.1108/JKM-06-2020-0431

Sports and Events Marketing (Sport- und Eventmarketing)

Module	B-E-MAR2
Semester	7
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Not offered in 2022/2023
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Gerd Nufer Building 5, Room 5-108, phone 07121/271-6011 gerd.nufer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Test (50%), Project (50%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of this module the students are able to:</p> <ul style="list-style-type: none"> • Understand and explain the specifications of both the sports and the event business. • Transfer, specify and apply business knowledge into sports and event management and marketing. • Solve complex practical tasks at the intersection of sports and business with interdisciplinary methods. • Discover and analyze current trends in sports and event marketing. • Solve complex practical case studies on sports and event marketing in interactive teamwork under realistic circumstances.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Present logical and convincing arguments and discuss topics on sports and event marketing responsibly on an expert level. • Write a scientific essay on sports and marketing on an expert level.
Course specific contributions to AoL learning objectives	<p>CG 3: Detailed analysis by students contribute to ethical behavior: Students reflect upon the potential ethical consequences of sport management and sport marketing decisions.</p> <p>CG 4: Group work on case studies and student presentations contribute to specific problem solving competencies: Students show understanding of complex problem structures; apply appropriate methods/tools/instruments for complex problems technically correct; develop relevant and viable solutions.</p>
Contents/ Indicative syllabus	Deepening of marketing knowledge, broadening by new, innovative topics of sports and event marketing. Current topics from the following areas are covered: sports management, sports marketing, event marketing, event management, sports sponsorship, ambush marketing etc. The focus of the seminar may vary from semester to semester.
Teaching and learning methodology	Seminar or lectures in seminar style, illustrative practical examples, case studies, qualitative and quantitative test questions, exercises, project work, presentations and discussions.
Miscellaneous	If applicable guest lecturers, excursions, company presentations, company co-operations
Indicative reading list	<ul style="list-style-type: none"> • Bühler, A. and Nufer, G. (2010): Relationship Marketing in Sports, Elsevier/Butterworth-Heinemann, London. • Bühler, A., and Nufer, G. (2014): International Sports Marketing, Principals and Perspectives, ESV, Berlin. • Nufer, G. (2002): Wirkungen von Sportsponsoring. Empirische Analyse am Beispiel der Fußball-Weltmeisterschaft 1998 in Frankreich unter besonderer Berücksichtigung von Erinnerungswirkungen bei jugendlichen Rezipienten, ESV, Berlin. • Nufer, G. (2018): Ambush Marketing im Sport. Grundlagen – Best Practice – Evaluation, 2nd edition, ESV, Berlin. • Nufer, G. (2012): Event-Marketing und -Management. Grundlagen – Planung – Wirkungen – Weiterentwicklungen, 4th edition, Deutscher Universitätsverlag, Wiesbaden. • Nufer, G. (2013): Ambush Marketing in Sports. Theory and Practice, RouHedge, London/New York. • Nufer, G. and Bühler, A. (2012): Management im Sport. Betriebswirtschaftliche Grundlagen und Trends der modernen Sportökonomie, 3rd edition, ESV, Berlin. • Nufer, G. and Bühler, A. (2013): Marketing im Sport. Grundlagen, Trends und internationale Perspektiven des modernen Sportmarketing, 3rd edition, ESV, Berlin.



BSc International Management Double Degree

	<ul style="list-style-type: none">• Nufer, G. and Bühler, A. (2015): Event-Marketing in Sport und Kultur. Konzepte - Fallbeispiele - Trends, ESV, Berlin.
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Market Analysis (Marktanalyse)

Module	B-E-MAR3
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half); successful completion of Module Data Analytics & MIS I
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Tobias Schütz Building 5, Room 209, Tel.: 07121/271-3099 tobias.schuetz@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study/project work)
Contact hours per week	4 SWS (blocked)
Examination/ Type of assessment	Solution and presentation of a practical customer data analysis project
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of this module, the students are able to...</p> <ul style="list-style-type: none"> • Professional competences: thoroughly understand the process elements of a market research project (specifically order, relevance, time requirements, cost drivers, pitfalls, best practices); conduct a practical empirical research project from start to finish while considering the rules of scientific research • Methodological competences:

BSc International Management Double Degree

	<p>display an advanced level of competence in data analysis methods (parametric Testing, ANOVA, Regression Analysis, Cluster Analysis, Factor Analysis, etc.); routinely wield IT tools employed within an empirical research project, specifically Open Project (project planning and project management), X-Mind (problem structuring), SoSci (online surveying), SPSS (data analysis) and PowerPoint (presentation writing)</p> <ul style="list-style-type: none"> • Social competences: understand the complexities of working on marketing projects within a team environment; work in and manage peer teams with a high level of cultural heterogeneity • Personal competences: handle and manage client relationships with real corporate customers; present, sell and defend own research outcomes and the business implications derived
Course specific contributions to AoL competency goals	CG 4: Student teams solving an empirical market research problem (problem analysis, choice of method, questionnaire design and programming, data gathering, analysis, interpretation, communication)
Contents/ Indicative syllabus	Basics of empirical research, hypothesis generation, questionnaire design, IBM SPSS and SPSS Syntax, data analysis (statistical testing, ANOVA, regression analysis, factor analysis, cluster analysis).
Teaching and learning methodology	Lectures (seminar character), individual project coaching sessions and regular milestone presentations with 360° feedback.
Indicative reading list	<ul style="list-style-type: none"> • Atteslander, P. (2010): Methoden der empirischen Sozialforschung, 13th edition, ESV, Berlin. • Backhaus, E. et al (2018): Multivariate Analyse-methoden – ein anwendungsorientierte Einführung, 15th edition, Springer, Berlin. • Sarstedt, M., Mooi, E.A. (2019): A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, 3rd edition, Springer, Berlin. • Sarstedt, M., Schütz, T., Raithel, S. (2018): IBM SPSS Syntax – eine anwendungsorientierte Einführung, 3rd edition, Vahlen, München.
Miscellaneous	Teams of 3 students conduct a scientific research study project with the intention to achieve a course publication.

Brand Management (Markenführung)

Module	B-E-MAR4
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Tobias Schütz Building 5, Room 209, phone 07121/271-3099 tobias.schuetz@reutlingen-university.de
Lecturers	Prof. Dr. Pascal Mourier phone 0177/273 23 03 pascal.mourier@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two hours written exam (60%), group project (40%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After having successfully completed the Brand Management seminar it is expected that the students should have developed several competences that can be resumed as follows:</p> <ul style="list-style-type: none"> Professional competences: The module gives the students the opportunity to understand the relevant environmental elements of a brand, to understand why brands are so important for companies in the current global business reality,

BSc International Management Double Degree

	<p>how brands are becoming what they are, what brands are, what the ingredients are (brand system), how to professionally manage them, to understand what communication is and how brands communicate, especially in the age of social media and how brands communicate, especially in regard to the current development of social networks.</p> <ul style="list-style-type: none"> • Methodological competences: Through different teaching and learning methodologies the seminar gives the students the opportunity to apprehend the complexity of brands and through given frameworks (both theoretical and practical instruments used by global corporations) not only how to analyse such complex systems but also how to use the learnt knowledge in business life. The module is giving a high level of methodological competences to enable the students to understand complexity in the context of brand, to transfer knowledge in practical cases and to apply these fundamentals in their future business life. • Social competences: It is expected from the students that they extensively participate in in-class discussion. Furthermore, since of the learning axis is based upon workgroup which will be presented to the class (this is being part of the assessment) the module gives to the students the opportunity to improve their ability to work in a team, to define with the other members of the team the content of the group work, to organize the group, to take a role within the group and finally to assume a responsibility for the other members. This is taking place under time pressure since the groups have only a few weeks to perform and to deliver to the class the results under the form of a structured presentation as well as a written summary. By doing so the students participate to the creation of a collective and participative knowledge. • Personal competences: Through the above-mentioned workgroup and the fact that the module is being very interactive the students have the chance and the opportunity in different situations to invest themselves in creating a piece of knowledge that the module is producing. The students become the chance to work in group, to have an impact on the others, to participate to the quality of the class, to articulate ideas and concepts. The students become a framework to develop their strengths to interact in groups, improve their presentation competences and refine their oral as well as written communication skills.
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students' regular analyses, discussions and development of suggestions to improvement observed brand management initiatives
Contents/ Indicative syllabus	<p>The module covers:</p> <p>The environmental landscape of brands</p> <p>The trends and insights having major influences on managing brands</p>

BSc International Management Double Degree

	<p>The brands as social bodies - sociology of brands</p> <p>The brand system (brand- identity, symbiosis, relevance, continuity, and performance)</p> <p>The fundamentals of communication, brand communication, introduction to neuromarketing, change driven by social medias</p>
Teaching and learning methodology	<p>The seminar is built upon a methodology mix made of elements of lectures to transfer ground knowledge to the students, concepts, structures, and interactive elements - including the presentations of brand cases through major global corporations, as well as cases analysis conducted by the students in workgroups.</p>
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Aaker, D.A. (2012): Building Strong Brands, 4th edition, Simon and Schuster, New York. • Baetzgen, A. (Hrsg.) (2022): Brand Purpose: Wie Marken nachhaltig Wert schaffen, 1. Auflage, Schäffer-Poeschel Verlag Stuttgart. • Barthes, R. (2010): Mythen des Alltags, Suhrkamp Verlag, Berlin. • Baudrillard, J. (2007): Das System der Dinge; Über unser Verhältnis zu den alltäglichen Gegenständen, 3rd edition, Campus Verlag, Frankfurt am Main. • Baumgarth, C. (2014): Markenpolitik, 4. Auflage, Springer Gabler, Wiesbaden. • Esch, F-R (Hrsg.) (2019); Handbuch Markenführung, Springer Gabler, Wiesbaden. • Esch, F-R. (2018): Strategie und Technik der Markenführung, 9th edition, Verlag Franz Vahlen, München. • Esch, F-R. (2021): Purpose und Vision: Wie Unternehmen Zweck und Ziel erfolgreich, Audio CD, ABOD Verlag. • Gladwell, M. (2002): Tipping Point, Back Bay Books, New York. • Kapferer J-N (2012).: The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th edition, Kogan Page, London; Philadelphia. • Keller, K.L., Swaminathan, V. (2020): Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition, 5th Edition, Pearson, London • Lévi-Strauss, C. (1978): Taurige Tropen, Suhrkamp Verlag, Frankfurt. • Luhmanns N. (1987): Soziale Systeme, Suhrkamp Verlag, Frankfurt am Main. • Neumeier, M. (2005): The Brand Gap, 2nd Edition, New Riders Publishing.



BSc International Management Double Degree

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| | <ul style="list-style-type: none">• Ortega y Gasset, J. (2002): Der Aufstand der Massen, 2nd edition, Deutsche Verlags-Anstalt DVA, Stuttgart – München.• Posselt, E. (2016): Marke neu denken, Springer Gabler, Wiesbaden.• Ries, A. and Trout, J. (2001): Positioning: The Battle for Your Mind, McGraw-Hill, New York.• Roberts, K. (2005): Lovemarks, The future beyond brands, Revised edition, Power House Books, New York.• Sattler, H. (2013): Markenpolitik, 3rd edition, Kohlhammer, Stuttgart.• Van Auken, B. (2003): Brand Aid, 1st edition, Amacom, New York.• Zyman, S. (2000): The End of Marketing as we know it, Revised Edition, Harper Business, New York. |
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Marketing-below-the-line – Innovative Marketing (Marketing-below-the-line – Innovatives Marketing)

Module	B-E-MAR6
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Not offered in 2022/2023
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Gerd Nufer Building 5, Room 108, phone 07121/271-6011 gerd.nufer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Test (40%), Presentation (60%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of this module the students are able to:</p> <ul style="list-style-type: none"> • Understand and explain the relevant tools of marketing communications. • Describe and explain the importance and specifications of innovative marketing within the marketing mix. • Outline and characterize the interdependences of above and below the line marketing communication.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Solve complex tasks in marketing communications above and below the line with interdisciplinary methods and models from psychology, sociology, medicine and other related disciplines. • Work individually and in teamwork on complex topics on marketing below the line. • Present logical and convincing arguments and discuss topics on marketing below the line responsibly on an expert level. • Write a scientific essay on an innovative marketing below the line topic on an expert level (using all skills gained while working on the bachelor thesis).
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Focusing on a global dimension contributes to intercultural competence: Students reflect upon the cultural context and its complexities when making decisions in a global business environment.</p> <p>CG 4: Student presentations contribute to specific problem solving competencies: Students show understanding of complex problem structures; apply appropriate methods/tools/instruments for complex problems technically correct; develop relevant and viable solutions.</p>
Contents/ Indicative syllabus	<p>Deepening of marketing knowledge, broadening by new, innovative topics, especially of marketing communications.</p> <p>Current topics from the following areas are covered: advertising, marketing communications below the line, guerrilla marketing, ambush marketing, CRM, international branding.</p> <p>The focus of the seminar may vary from semester to semester.</p>
Teaching and learning methodology	Seminar or lectures in seminar style, illustrative practical examples, case studies, project work, presentations and discussions.
Miscellaneous	If applicable guest lecturers, excursions, company presentations, company co-operations
Indicative reading list	<ul style="list-style-type: none"> • Belch, G.E. / Belch, M.A. (2014): Advertising and Promotion. An Integrated Marketing Communications Perspective, 10th edition, McGraw Hill, Boston. • Levinson, C.J. (2018): Guerilla Marketing des 21. Jahrhunderts. Clever werben mit jedem Budget, 3rd edition, Campus, Frankfurt/Main. • Nufer, G. (2018): Ambush Marketing im Sport. Grundlagen – Best Practice – Evaluation, 2nd edition, ESV, Berlin. • Nufer, G. / Bühler, A. (2015): Event-Marketing in Sport und Kultur. Konzepte – Fallbeispiele – Trends, ESV, Berlin.

Performance Marketing (Performance Marketing)

Module	B-E-MAR8
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Philipp Wunderlich Building 5, Room 210, Tel.: 07121/271-3034 philipp.wunderlich@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Project Work and Presentation
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: thoroughly understand the process elements of performance management (specifically requirements, channels, analyses and utilized technology); gain a deeper understanding of special cases of Performance Marketing as Mobile Marketing and Amazon-Optimization



BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: gain a basic understanding of web analytics and tracking and be able to use the concept of customer journey attribution • Social competences: understand the complexities of working on marketing projects within a team environment; work in and manage peer teams with a high level of cultural heterogeneity • Personal competences: critically challenge the influence of (Performance) Marketing on our every-day lives
Course specific contributions to AoL competency goals	<p>CG 4: Student teams working on a project/ case with the need to present and defend their findings</p> <p>CG 5: Students understanding the impact of digitalization on marketing</p>
Contents/ Indicative syllabus	Introduction to Performance Marketing, Performance Marketing Channels (including SEA and Influencer Marketing), Evaluation and Analyses, Special Cases (Amazon, Mobile Marketing), Technology,
Teaching and learning methodology	Lectures (seminar character) and case study work
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Kamps, I., Schetter, D. (2020): Performance Marketing – Der Wegweiser zu einem mess- und steuerbaren Online-Marketing – Einführung in Instrumente, Methoden und Technik, 2nd edition, Springer Gabler, Wiesbaden. • Kotler, P., Kartajaya H., Setiawan, I. (2021): Marketing 5.0 – Technology for Humanity, Wiley, New Jersey. • Kotler, P., Kartajaya H., Setiawan, I. (2017): Marketing 4.0 – Moving from Traditional to Digital, Wiley, New Jersey.

Transaction Advisory (Transaktionsberatung)

Module	B-E-FIN1
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 214, phone 07121/271-3088 julia.brueggemann@reutlingen-university.de
Lecturers	Jürgen Schmidt jdschmidt@t-online.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two hour written exam (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module, the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: understand the transaction processes and working steps, understand the different valuation methods, understand the elements of the Sale and Purchase agreement, understand transaction conditions in early stages and restructuring phases, understand accounting of business combinations under IFRS



BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: analyze profit and loss, balance sheet and cash flow statement, analyze and comment on developments in the sections quality of earnings, cash flows and net assets, calculate enterprise values based on discounted cash flow and earnings methods, calculate and apply WACC, analyze IFRS accounting for acquisitions • Social competences: enhance oral and written communication skills, able to participate in discussions about transaction issues in a structured manner • Personal competences: ability to work with auditors and investment bankers
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Complex cases studies focusing on M&A, students learn to structure and prioritize various aspects determining the transaction value of the involved companies.
Contents/ Indicative syllabus	Trends and developments in the areas of due diligence, restructuring, going public, valuation methods and transaction accounting.
Teaching and learning methodology	Lecture and case studies.
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • IDW (2018): WP Handbuch: Bewertung und Transaktionsberatung, Düsseldorf.

BSc International Management Double Degree

Investment Management (Wertpapiermanagement)

Module	B-E-FIN2
Semester	7
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Rolf Daxhammer Building 5, Room 206, phone 07121/271-3005 rolf.daxhammer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	One hour written exam (1/3) and various small assessment throughout the semester (2/3)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: Students will learn how to apply the principles of portfolio management and where their limitations are. At the end of the course they will be able to understand the complex interaction of different financial markets and the government is trying to regulate these markets. All topics will be discussed in the framework of Private and Investment Banking activities. Students will thus gain in insight into both professional environments.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Students will learn how to give presentations in a professional environment and, at the end of the course, they will have learned how to build efficient portfolios applying statistical tools in excel. • Social competences: Students will refine their oral and written communication skills, improve their ability to work in teams under time pressure and give and receive feedback by fellow students in a structured manner. • Personal competences: Students will build their own portfolio and they will learn to explain the rationale behind their selection to a professional audience.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: In student presentations the ethical implications of dealing with risky financial assets are addressed and discussed. Students are encouraged to use different perspectives when assessing the “profitability” of different financial asset classes.</p> <p>CG 4: Students practice valuation techniques for different asset classes; they compare different approaches of dealing with the riskiness of relevant cash-flows.</p> <p>CG 5: Students learn how to compare different quantitative approaches to forecasting securities prices.</p>
Contents/ Indicative syllabus	Economics of financial markets, financial intermediaries and financial services, overview of financial markets, money markets, debt markets, equity markets, foreign exchange markets, security exchanges, asset management and organisational finance.
Teaching and learning methodology	<p>Lectures: Interactive seminar-style lectures will create knowledge and understanding by discussing relevant textbook chapters.</p> <p>Cases/exercises will make sure that students get ample exposure to applying knowledge, making judgements and developing learning skills. The class will draw extensively on real life and close to real time cases or market developments.</p> <p>Presentations will help students improve their communication skills both with a professional and an academic target audience in mind.</p> <p>Online discussions will help students to react to current market developments in a very rapid manner to acquaint students with the speed of information processing in real financial markets.</p>
Miscellaneous	Online discussions, external presentations/field trips
Indicative reading list	<ul style="list-style-type: none"> • Achleitner, A.-K. (2009): Handbuch des Investment Banking, Gabler, Wiesbaden. • Bodie, Z., Kane, A., Marcus, A. (2017): Investments, McGraw-Hill Publ.Comp., Chicago et al.



BSc International Management Double Degree

	<ul style="list-style-type: none">• Brealey, R. A., Myers, S. C., Allen, F. (2016): Principles of Corporate Finance, 9th edition, McGraw-Hill Higher Education, New York et al.• Daxhammer, R.J., Resch, A., Schacht, O. (2018): IPO – an inside view, uvk, Konstanz-München.• Steiner, M., Bruns, Ch. (2017): Wertpapier-Management; Schäffer-Pöschel, Stuttgart.
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Applied Econometrics (Angewandte Ökonometrie)

Module	B-E-FIN3
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor / Module coordinator	Prof. Dr. Sebastian Bunnenberg Building 5, Room 211, phone 07121/271-3138 sebastian.bunnenberg@reutlingen-university.de
Lecturers	
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	One-hour exam (50%) and project work (50%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: Students are able to critically discuss empirical analyses of others with respect to their scientific validity.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Students are able to measure causal effects using observational data • Social competences: Students reinforce solving complex analytical problems in groups. • Personal competences: Students reinforce their analytical and discursive skills.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students develop a sense of scientific credibility in empirical analyses of causal relationships. This is supported by a brief philosophical treatment of the concept of causality in scientific theory and in-depth discussion of how to conduct unbiased and critical empirical analyses.</p> <p>CG 4: Students are able to autonomously select statistical procedures for empirical analyses of causal relationship. They are able to critically assess the internal and external validity of own empirical analyses or those executed by others.</p> <p>CG 5: Students gain analytical skills by conducting, interpreting, and discussing different analysis of empirical data, such as panel data analysis, error clustering, and analysing causal effects of treatments and interventions on markets and individuals.</p>
Contents/ Indicative syllabus	<p>In the lecture “Applied Econometrics”, students will learn how to apply fundamental and advanced statistical methods of empirical analyses in business and economics. The course focuses on the application of methods of cross-sectional and panel regression analysis in R. As these methods are essential tools in empirical research, the lecture prepares students for seminars and graduation theses in many fields of business and economics, as well as for Master study programs in Business, management and economics that have an empirical focus.</p> <p>The lecture focuses on regression methods and their applications in business as well as micro- and financial economics. The statistical assumptions underlying regression analysis and the impact of the violation of these assumptions are discussed, as well as the statistical and economic interpretation of estimation results in the context of specific applications. As part of the course, students will apply these methods to empirical research questions in management, microeconomics, capital markets and public interventions, amongst others.</p>
Teaching and learning methodology	Lectures and exercises
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Angrist, J.D., Pischke, J.-S. (2015): Mastering ‘metrics: The Path from Cause to Effect, Princeton University Press. <p><u>Main literature:</u></p>



BSc International Management Double Degree

- Stock, J.H., Watson, M.W. (2020): Introduction to Econometrics, 4th edition, Pearson.

In-depth reading:

- Greene, W.H. (2020): Econometric Analysis, 8th edition, global edition) Pearson.
- Hayashi, F. (2000): Econometrics, Princeton University Press
- Wooldridge, J.W. (2010): Econometric Analysis of Cross Section and Panel Data, 2nd edition, MIT Press.

Risk Management (Risikomanagement)

Module	B-E-FIN4
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 211, phone 07121/271-3088 julia.brueggemann@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	risk report incl. excel modeling (60%), presentation of risk report and Q&A (10%) and participation in class discussions (15%), one-hour exam on key risk management concepts (15%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: critically discuss the relevance and limitations of risk management for different institutions and settings; recapitulate and apply the overall ERM concept; use various risk identification frameworks in specific situations; calculate a Value-at-Risk/CfaR; use the Excel add-in @Risk for

BSc International Management Double Degree

	<p>riskifying models; understand the profitability and risk drivers for a specific industry/company</p> <ul style="list-style-type: none"> • Methodological competences: develop a complex excel model incl. montecarlo simulation; synthesize complex quantitative information for a high-level presentation; transfer and apply theoretical knowledge to a real-life setting • Social competences: refine the oral and written communication skills; further build ability to work in teams under time pressure • Personal competences: take the initiative to convince a company to participate; further build time-management and project management skills
Course specific contributions to AoL competency goals	<p>CG3: students discuss the reasons and implications for the failure of a company's risk cultures based on a case study.</p> <p>CG 4: student conduct and present a risk identification in small international teams for a real-life company; based on the assessment, students model the key 3-5 risk with @Risk and discuss potential measures to reduce or mitigate these key risks; based on this exercise students get an understanding of the value drivers for this particular company.</p> <p>CG 5: students learn how to use the excel add-in @Risk in order to riskify a company's P&L/cashflow statement with a monte-carlo-simulation. Students collect data (e.g., price fluctuations of raw material, weather data) and analyze its implications on the company's key risk factors.</p>
Contents/ Indicative syllabus	The module covers the basics of risk management: risk definition, risk categories, the enterprise risk management framework (ERM) including risk identification, risk measurement, risk documentation, risk strategy, risk organization, risk processes and risk culture as well as current topics in risk management.
Teaching and learning methodology	Lectures, risk modelling (with @Risk), case studies and group project.
Miscellaneous	External guest lecture
Indicative reading list	<p>Recommended reading:</p> <ul style="list-style-type: none"> • Brüggemann, J. & Binder, C., (2021): Über das Finden von Grauen Schwänen, Controlling & Management Review, No. 2, p. 46-51. • Brüggemann, J., Binder, C., Högsdahl, N., (2017): Bei Entscheidungen Risiken berücksichtigen, Controlling & Management Review, No. 3, p. 64-69. • COSO (2017): Enterprise Risk Management – Integrating with Strategy and Performance, https://www.coso.org/Documents/2017-COSO-ERM-Integrating-with-Strategy-and-Performance-Executive-Summary.pdf.



BSc International Management Double Degree

- Vanini, U. & Rieg, R.(2021): Risikomanagement: Grundlagen – Instrumente, Unternehmenspraxis, 2. Auflage, Schäffer-Poeschl.

Additional reading:

- Brüggemann, J., Binder, C., Högsdahl, N., (2017): Performance-Maße zur risikoadjustierten Steuerung, Controlling & Management Review, No. 4, p. 58-63.
- HBR's 10 Must-Reads (2020): On Managing Risk, Harvard Business Review Press, Boston.

Behavioral Finance (Behavioral Finance)

Module	B-E-FIN5
Semester	8
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Rolf Daxhammer Building 5, Room 206, phone 07121/271-3005 rolf.daxhammer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	One-hour exam (1/3) and various other assessments (e.g., assignments/quizzes, presentation) (2/3)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> Professional competences: Students will learn why the concept of economic rationality has its limits in Financial Markets. They will understand the limits of neoclassical financial models. They will perform investment analyses based on a behavioral Prospect Theory approach. Students will be able explain phases of financial bubbles and list the most important ones.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Students will learn how to give presentations in a professional environment and, at the end of the course, they will be able to understand the complex environment of financial decision making from a behavioral perspective. • Social competences: Students will refine their oral and written communication skills, improve their ability to work in teams under time pressure and give and receive feedback by fellow students in a structured manner. • Personal competences: Students will be involved in ongoing research projects like experiments and simulations. They will learn about research methodologies in a "hands on" fashion.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students will learn about the implication of heuristics in financial market decision making and about the ethical consequences of exploiting the biases, which result from these heuristics.</p> <p>CG 4: In groups of 2 students prepare research agendas which address the implications of introducing behavioral concepts into standard neoclassical financial theory. Thus, they get a solid understanding for the limitations of some of the standard problem solving tools in investment management.</p> <p>CG 6: In Behavioral Analytics students learn how insights into behavioral biases can be drawn from comprehensive data sets.</p>
Contents/ Indicative syllabus	<p>Basics and Limits of rational Behaviour in Financial Markets</p> <p>Phases of and Examples for Speculative Bubbles</p> <p>Information Processing and Decision Making from an Organisational Perspective</p> <p>Applications of Behavioral Finance</p> <p>Limitations of and Challenges for Behavioral Finance</p>
Teaching and learning methodology	<p>Lectures: Interactive seminar-style lectures will create knowledge and understanding by discussing relevant textbook chapters.</p> <p>Cases/Exercises will make sure that students get ample exposure to applying knowledge, making judgements and developing learning skills. The class will draw extensively on real life and close to real time cases or market developments.</p> <p>Presentations will help students improve their communication skills both with a professional and an academic target audience in mind.</p> <p>Online discussions will help students to react to current market developments in a very rapid manner to acquaint students with the speed of information processing in real financial markets</p>
Miscellaneous	Online discussions 15-30%, external presentations/field trips 15-30%
Indicative reading list	<ul style="list-style-type: none"> • Acker, L.F., Deaves, R. (2010): Behavioral Finance, Cengage, Mason.



BSc International Management Double Degree

	<ul style="list-style-type: none">• Daxhammer, R.J., Facsar, M. (2017): Behavioral Finance, 2nd edition, UVK/Lucius, Konstanz.• Daxhammer, R.J., Facsar, M. (2017): Spekulationsblasen – Den Turbulenzen am Finanzmarkt auf der Spur, 2nd edition, UVK/Lucius, Konstanz.• Nofsinger, J.R. (2017): The Psychology of Investing, 6th edition, Routledge, London.
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Group Accounting (Konzernrechnungslegung))

Module	B-E-ACC2
Semester	8
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor / Module coordinator	Prof. Dr. Anna-Lena Kotzur Building 5, Room 214, phone 07121/271-3040 anna-lena.kotzur@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 (60 h contact hours, 90 h self study)
Contact hours per week	4
Examination/ Type of assessment	Two-hour written exam
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>The module provides students with an overview of financial accounting for business combinations according to local GAAP (HGB) and International Financial Reporting Standards (IFRS). Students will learn about different types of business combinations and investments as well as the corresponding accounting methods. They will learn to identify groups, recognize the relevance of consolidated financial statements and learn the consolidation procedure.</p> <p>After the successful completion of the module, the students should be able to:</p>

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Professional competences: thoroughly understand the key concepts and elements of group accounting; gain knowledge to identify groups and recognize, which companies have to prepare group accounts; become familiar with the main transactions surrounding the preparation of group accounts and know how to account for them • Methodological competences: apply theoretical knowledge to preparing consolidated financial statements in various circumstances; also learn how to account for intra-group transactions • Social competences: improve the ability to work in teams under time pressure; give and receive feedback by fellow students in a structured manner • Personal competences: gain self-confidence when being confronted with group accounting issues and share the own knowledge with others; feel competent to apply accounting rules on typical consolidation topics; critically discuss current topics related to group accounting
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 4: Students will understand, apply and interpret the conceptual and technical aspects of consolidated financial statements. The underlying theoretical concepts are elaborated and discussed.</p> <p>CG 5: Students will understand, apply and interpret both conceptual and technical aspects of national and international Accounting.</p>
Contents/ Indicative syllabus	<p>Overview about the topics covered in this module:</p> <ul style="list-style-type: none"> • Duty to prepare consolidated financial statements • Scope of a group • Consolidation of investments • Debt consolidation • Consolidation of interim results • Deferred taxes in consolidated financial statements
Teaching and learning methodology	Seminar-style teaching with discussions, case studies and coaching by the instructor
Miscellaneous	Guest lectures
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Küting, P./Weber C.-P. (2018): Der Konzernabschluss, 14th edition, Schäffer-Poeschel, Stuttgart.



BSc International Management Double Degree

- Baetge, J./Kirsch, H.-J./Thiele, S. (2021): Konzernbilanzen, 14th edition, IDW, Düsseldorf.

In-depth reading:

- Coenenberg, A. G. & others (2018): Jahresabschluss und Jahresabschlussanalyse, 25th edition, Schäffer-Poeschel, Stuttgart.
- Pellens, B. & others (2021): Internationale Rechnungslegung, 11th edition, Schäffer-Poeschel, Stuttgart.

Platform Economics (Plattformökonomie)

Module	B-E-MIS1
Semester	5
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First Half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Sascha Schweitzer Building 5, Room 207, Tel.: 07121/271-3010 sascha.schweitzer@reutlingen-university.de
Lecturers	Prof. Dr. Sascha Schweitzer Dr. Tim Straub
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Group assignment incl. presentation (1/3) and one-hour written exam (2/3)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module, the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: Understanding of the economics of (internet) platforms (digital goods, markets, two-sided markets, peer to peer platforms, etc.); Engineering & managing (new) platforms

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Application of economics on platform models; understanding how platforms can be engineered from an economic side; basic knowledge of game theory • Social competences: Improving oral and written communication skills as well as the ability of working in teams with respect to time constraints • Personal competences: presentation skills; working with time constraints; economic thinking
Course specific contributions to AoL competency goals	<p>CG2: multicultural teams working together in group assignment</p> <p>CG 3: Discussing and reflecting ethical issues regarding data usage of platforms</p> <p>CG 4: Application of economic theories on (internet) platforms; Application of an engineering approach for applying economics in analyzing, understanding, and testing of (new) platforms; development of structured problem solving; transfer in group assignment</p> <p>CG 5: Understanding the importance of data for (internet) platforms</p>
Contents/ Indicative syllabus	<p>This lecture provides an overview of the central role of platforms (peer to peer, two sided markets, digital platforms, etc.) in many new (internet) businesses. They are analyzed from a business, microeconomic, and behavioral perspective.</p> <p>It focuses on the exchange of two trading partners via an intermediary on internet platforms (e.g. AirBnB, eBay, etc.) and applies an engineering approach for applying economics in analyzing, understanding, and testing of (new) platforms. Topics include network effects, peer-to-peer markets, crowdsourcing, and market mechanisms. Beyond the lecture part, the course imparts knowledge by means of a case study, in which students are asked to analyze a platform themselves in groups.</p>
Teaching and learning methodology	Interactive lecture, interactive exercise and group work
Miscellaneous	n/a
Indicative reading list	<p><u>Recommended reading:</u></p> <ul style="list-style-type: none"> • Bundesministerium für Wirtschaft und Energie (2017). „Kompetenzen für eine digitale Souveränität“ (accessible via: https://www.bmwi.de/Redaktion/DE/Publikationen/Studien/kompetenzen-fuer-eine-digitale-souveraenitaet.html) • Bundesministerium für Wirtschaft und Energie (2017). „Weißbuch Digitale Plattformen.“ (accessible via: https://www.bmwi.de/Redaktion/DE/Publikationen/Digitale-Welt/weissbuch-digitale-plattformen.html)



BSc International Management Double Degree

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| | <ul style="list-style-type: none">• Easley, D., and Kleinberg, J. 2010. "Network Effects," in Networks, Crowds, and Markets: Reasoning about a Highly Connected World, Cambridge University Press, pp. 509–542.• Eisenmann, T., Parker, G., and Van Alstyne, M. W. 2006. "Strategies for two-sided markets," Harvard Business Review 84(10), pp. 1–11.• Gassmann, O., Frankenberger, K., and Csik, M. 2013. Geschäftsmodelle entwickeln: 55 innovative Konzepte mit dem St. Galler Business Model Navigator, Hanser.• Weinhardt, C., Holtmann, C., Neumann, D., Market Engineering. Wirtschaftsinformatik, 2003. Wolfstetter, E., 1999. "Topics in Microeconomics - Industrial Organization, Auctions, and Incentives," Cambridge, Cambridge University Press.• Teubner, T., and Hawlitschek, F. (in press). "The economics of P2P online sharing," in The Sharing Economy: Possibilities, Challenges, and the way forward, Praeger Publishing.• Straub, T., Kohler, M., Hottum, P., Arrass, V., & Welter, D. (2013). Customer integration in service innovation: An exploratory study. Journal of technology management & innovation, 8(3), 25-33.• Cardoso, J., Fromm, H., Nickel, S., Satzger, G., Studer, R., & Weinhardt, C. (Eds.). (2015). Fundamentals of service systems. Springer International Publishing. |
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Systems & Solutions I (Systeme & Lösungen I)

Module	B-E-MIS2
Semester	5
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First Half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Sascha Schweitzer Building 5, Room 207, Tel.: 07121/271-3010 sascha.schweitzer@reutlingen-university.de
Lecturers	Prof. Dr. Sascha Schweitzer Dr. Tim Straub
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Project studies (teamwork), presentations and/or text. Details to be provided in one of the first lectures
Weighting of Grade within overall programme	5/192
Learning outcomes	Students learn to work with up-to-date concepts and methods in business. Students learn to select from a set of different solution approaches (e.g. Design Thinking, SCRUM, process definition, tools from logistics and manufacturing) and apply them to a practical project (in recent years this project was to implement and operate a cafeteria on Campus). Starting from the very beginning of

BSc International Management Double Degree

	<p>a project, including definition and idea generation, we will work also on implementing and prototyping. The project work will be split into subtopics that are selected dependent on current trends and needs.</p> <p>After the successful completion of the module, the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: dependent on the project focus, students learn to transfer and apply solution approaches (e.g. Design Thinking, SCRUM), simple prototyping in different business-related-areas (e.g., Finance, Operations, Marketing, IT). • Methodological competences: Students learn to select appropriate methods and apply them practically in a project. Thus, students are able to develop skills on finding appropriate business solutions in an increasingly digitized business context. • Social competences: Improving oral and written communication skills as well as the ability to work in teams under time pressure; Presentation skills; Working in project teams. • Personal competences: Ability to apply learned methods in practice-based case studies, working in international student teams.
Course specific contributions to AoL competency goals	<p>CG2: multicultural teams working together in group assignment</p> <p>CG4: Transfer and application of interdisciplinary and modul-specific concepts and methods in a case study which includes a graded team presentation</p>
Contents/ Indicative syllabus	<p>Companies expect students to understand businesses, operations, and digital technology. In this course, students work on current project topics bringing together these three perspectives. Students will work on solutions of business problems while applying appropriate concepts (e.g. Design Thinking, SCRUM, project planning, analytics, optimization, strategic games) and tools.</p>
Teaching and learning methodology	<p>Highly Interactive use-case-based exercise with students actually running a business (i.e., cafeteria). Flipped classroom methods, workshops, cases/projects as well as the application of theory and use of practical tools.</p>
Miscellaneous	n/a
Indicative reading list	Reading will be recommended in class.

Systems & Solutions II (Systeme & Lösungen II)

Module	B-E-MIS3
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First Half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Sascha Schweitzer Building 5, Room 207, Tel.: 07121/271-3010 sascha.schweitzer@reutlingen-university.de
Lecturers	Prof. Dr. Sascha Schweitzer Dr. Tim Straub
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Project studies (teamwork), presentations and/or text. Details to be provided in one of the first lectures
Weighting of Grade within overall programme	5/192
Learning outcomes	Students learn to work with up-to-date concepts and methods in business. Students learn to select from a set of different solution approaches (e.g., Design Thinking, SCRUM, process definition, tools from logistics and manufacturing) and apply them to a practical project (in recent years this project was to implement and operate a cafeteria on Campus). Starting from the very beginning of

BSc International Management Double Degree

	<p>a project, including definition and idea generation, we will work also on implementing and prototyping. The project work will be split into subtopics that are selected dependent on current trends and needs.</p> <p>After the successful completion of the module, the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: dependent on the project focus students learn to transfer and apply solution approaches (e.g., Design Thinking, SCRUM), simple prototyping in different business-related areas (e.g., Finance, Operations, Marketing, IT). • Methodological competences: Students learn to select appropriate methods and apply them practically in a project. Thus, students are able to develop skills on finding appropriate business solutions in an increasingly digitized business context. • Social competences: Improving oral and written communication skills as well as ability to work in teams under time pressure; Presentation skills; Working in project teams. • Personal competences: Ability to apply learned methods in practice-based case studies, working in international student teams.
Course specific contributions to AoL competency goals	<p>CG2: multicultural teams working together in group assignment</p> <p>CG4: Transfer and application of interdisciplinary and modul-specific concepts and methods in a case study which includes a graded team presentation</p>
Contents/ Indicative syllabus	<p>Companies expect students to understand businesses, operations and digital technology. In this course, students work on current project topics bringing together these three perspectives. Students will work on solutions of business problems while applying appropriate concepts (e.g., Design Thinking, SCRUM, project planning, analytics, optimization, strategic games) and tools.</p>
Teaching and learning methodology	<p>Highly Interactive use-case-based exercise with students actually running a business (i.e., cafeteria). Flipped classroom methods, workshops, cases/projects as well as the application of theory and use of practical tools.</p>
Miscellaneous	n/a
Indicative reading list	Reading will be recommended in class.

BSc International Management Double Degree

Lean Enterprise Management (Lean Enterprise Management)

Module	B-E-POM2
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr.-Ing. Stephan Höfer Building 5, Room 213a, phone 07121/271-3062 stephan.hoefer@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5 ECTS
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour exam (100%)
Weighting of Grade within overall program	5/192
Learning outcomes	<ul style="list-style-type: none"> • Professional competences: After successfully attending this lecture, the participants should be able to understand the strong interrelationship between the elements within a supply chain network, the Lean Philosophy and the Lean Enterprise Management strategy and how to apply a large variety of tools and techniques to create lean value streams within manufacturing and administration • Methodological Competences: After successfully attending this lecture, the participants should be able to understand how to manage the process of change towards a lean enterprise and which tools can be used to face resistance against change right from the beginning.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Social Competences: After successfully attending this lecture, the participants should be able to reflect to which extend their personal organisation, the style of communication and the way addressing people is a key factor for the success of a lean project. • Personal Competences: “Lean starts with yourself”. If you are not willing to question your own organisation, your own way of thinking and your own acting, it will be difficult to implement lean thinking in your organization.” This is one of the key learning outcomes, which the participants should understand after having successfully completed this course.
Course-specific contributions to AoL competency goals (CG 1 – 6)	CG 4: In small international teams, students analyze, discuss, and solve in each lecture business cases with lean tools and techniques. At the end of the course, students are confronted with a holistic business case. It is their task to apply both, lean administration and lean manufacturing to develop a concept to optimize a holistic supply chain based on lean principles.
Contents/ Indicative syllabus	Supply chain management, lean enterprise management, lean manufacturing, lean administration, seven steps toward a successful process optimization, management of change and facing resistance.
Teaching and learning methodology	Seminar style teaching with integrated case studies. After getting the theoretical background, the students will apply the learned subject in exercises and business cases. At the end of the course, it is the task of the students to act as consultants and to provide a concept for a holistic supply chain optimization. Therefore, all topics discussed before have to be applied. Based on this case, potential project management approaches will be discussed and ways to face resistance will be addressed.
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Bertagnolli, F. (2018): Lean Management. Springer Gabler Verlag. • Chiarini, A. (2013): Lean Organization: from the Tools of the Toyota Production System to Lean Office. Springer Verlag. • Goldratt, E. M., Cox, J. (2004): The Goal- A process of ongoing improvement. 20th Anniversary Edition. The North River Press, Great Barrington, MA, USA. • Lunau, S. (2012): Six Sigma & Lean Toolset, 3rd edition, Springer Verlag. • May, C.; Schimek, P. (2008): Total Productive Management: Grundlagen und Einführung von TPM – oder wie Sie Operational Excellence erreichen, CETPM Publishing, Ansbach. • Meier, D., Liker, J. (2007): Der Toyota Weg. Finanzbuchverlag, München.



BSc International Management Double Degree

	<ul style="list-style-type: none">• Regber, H., Zimmermann, K. (2007): Change Management in der Produktion. MI Fachverlag Landsberg.• Womack, J. P., Jones, D. T. (2003): Lean Thinking – Banish Waste and Create Wealth in Your Corporation, B&T, 2 Rev Upd, Deutsche Übersetzung: Womack, J. P., Jones, D. T. (2004): Lean Thinking – Ballast abwerfen, Unternehmensgewinne steigern, Campus, Frankfurt/Main.
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Competition Theory and Policy (Wettbewerbstheorie und -politik)

Module	B-E-EC03
Semester	5
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor / Module coordinator	Prof. Dr. Jörg Naeve Building 5, Room 222a, phone 07121/271-3071 joerg.naeve@reutlingen-university.DE
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Group presentation (1/3) and individual term paper (2/3)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences</p> <ul style="list-style-type: none"> • Professional competences: Students should know the legal and institutional basics of competition policy in Germany and Europe and be able to assess them also in comparison to US competition law and policy. • Methodological competences: Students should have a basic feeling for how economic theory and

BSc International Management Double Degree

	<p>models enter competition policy decisions and the legal framework and understand the merits and limitations of economic theory in this area. Also, they should have a basic understanding about questions of law as well as law and economics in the field.</p> <ul style="list-style-type: none"> • Social competences: Cooperation in a diverse group. • Personal competences: Students should develop their presentation skills as well as getting acquainted to scientific writing.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students develop an awareness that they might get into situation involving infringements of competition law. We discuss the possible role as whistle blower and resulting conflicts of interest.</p> <p>CG 4: Students understand the tensions between competition policy and other areas such as industrial policy or structural or regional policies.</p>
Contents/ Indicative syllabus	The institutional and legal framework of competition policy in Germany, Europe (and the US); Antitrust Policy (cartels, leniency policies); Merger control; Abuse of a dominant position (e.g. predatory pricing); State Aid
Teaching and learning methodology	Lecture and reading (legal texts and case decisions), students' presentations and discussion.
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> • Schmidt, I. and Haucap, J.: Wettbewerbspolitik und Kartellrecht: Eine interdisziplinäre Einführung, 10th edition, De Gruyter Oldenbourg, München, 2013. <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> • Motta, M. (2004): Competition Policy: Theory and Practice, Cambridge University Press, Cambridge. • Schwalbe, U. and Zimmer, D.: Kartellrecht und Ökonomie: Moderne ökonomische Ansätze in der europäischen und deutschen Zusammenschlusskontrolle, 3rd edition., Fachmedien Recht und Wirtschaft, Frankfurt.

Change Management and Organizational Learning (Change Management und Organisationales Lernen)

Module	B-E-ORG2
Semester	8
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Arjan Kozica Building 3, Room 230, phone 07121/271-1009 arjan.kozica@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 105 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	multiple assessments (presentation and article summary)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the course the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: familiar with theories and best practices about organizational learning and change management, able to critically reflect upon mainstream thinking on change-management and the learning organization, understand how concepts

BSc International Management Double Degree

	<p>such as power, politics, communication and sensemaking influence dynamics of organizations</p> <ul style="list-style-type: none"> • Methodological competences: tackling change challenges by developing appropriate change plans and using methods and tools (“best practices”) • Social competences: improve social influence tactics (motivation, communication), enhance ability to cope with paradoxical situations and ambiguity • Personal competences: presentation skills, improve reflexive capacity
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students develop their competence to manage organizational change by applying methods of change management so specific text-based case studies.
Contents/ Indicative syllabus	<p>Resulting from evermore dynamic and complex environments, researchers and practitioners see learning and change of organizations as an important factor for achieving sustainable competitive advantages. Hence, planning and managing change and fostering organisational development is crucial for organizations to survive. Following an individual, group and organizational level of analysis, this course elaborates upon fundamentals of how organizations learn and change, and discusses management models/frameworks and tactics of intentional change (“Best practices” for coping managing change as project, coping with resistance, leadership styles, effective communication) and elaborates methods of organizational development.</p> <p>Yet, organizational change unfolds through personal and organizational resistance, and is a fuzzy and paradox endeavor. Managing change in an instrumental sense is hence limited. Therefore, the course also discusses limits of change, put normative models of “change management” into context and discusses managerial scope and appropriate behavior in face of ever-changing environments and organizations.</p>
Teaching and learning methodology	Lectures, mini-presentations, self-study with assigned readings
Miscellaneous	n/a
Indicative reading list	<p><u>Recommended textbooks</u></p> <ul style="list-style-type: none"> • Crosby, G. (2021). Planned Change: Why Kurt Lewin's Social Science Is Still Best Practice for Business Results, Change Management, and Human Progress, Routledge, London/New York. • Hayes, J. (2018). The Theory and Practice of Change Management, 5th Edition, Palgrave MacMillan, New York.



BSc International Management Double Degree

	<ul style="list-style-type: none">• Hodges, J. (2020). Organization Development. How Organizations Change and Develop Effectively, Macmillan international/Red Globe Press, London.• Kotter, John P. (2012). Leading Change. Wie Sie Ihr Unternehmen in acht Schritten erfolgreich verändern. Verlag Franz Vahlen, München.
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BSc International Management Double Degree

Human Resource Management (Personalmanagement)

Module	B-E-HR1
Semester	8
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Petra Kneip Building 5, Room 207, phone 07121/271-3022 petra.kneip@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	One-hour written exam (30%) and student project (70%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the course the students</p> <ul style="list-style-type: none"> • have acquired in-depth knowledge in a defined HR practice (e.g. recruiting, training & development, benefit & compensation etc.) or a contemporary HRM challenge. • have researched in a small team guided by the supervisor the relevant theoretical foundations of their topic and have proposed recommendations in accordance to the chosen target group. • have selected and practiced instruments, methods and tools which fit to and are relevant for their respective HR topic.

BSc International Management Double Degree

	<ul style="list-style-type: none"> are able to present their research process and results to a selected audience. have reflected their theoretical knowledge and their own experiences in the area of HRM by discussing a contemporary challenge with a guest speaker from industry.
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students develop their problem-solving skills by applying their knowledge to a real HR challenge.
Contents/ Indicative syllabus	<p>Knowledge of human resource management is seen as a basic competence for nearly all corporate functions. The increasing virtualization of HR activities pushes more and more of the core HR work from the HR department to line management. For managers (and senior professionals) it becomes essential to acquire competence in the different HRM practices and to contribute to their company's competitive advantage through the management of people.</p> <p>We will focus on selected contemporary HRM topics and build up knowledge from a theoretical perspective as well as through guest presentations and project work.</p>
Teaching and learning methodology	The methods employed to achieve course objectives will include: class lectures, textbook readings and some reading assignments from sources other than the textbook, guest lectures and transfer – applying theoretical knowledge through a project assignment
Miscellaneous	Guests from the industry
Indicative reading list	<p><u>Recommended textbooks</u></p> <ul style="list-style-type: none"> Berthel, J., Becker, F. G. (2017): Personal-Management: Grundzüge für Konzeptionen betrieblicher Personalarbeit, 11th edition, Schäffer-Poeschel, Stuttgart. Bohlander, G. W., Snell, S. A. (2012): Principles of Human Resource Management, 16th edition, Cengage Learning, Stamford. Dessler, G. (2017): Human Resource Management, 13th edition, Pearson, Harlow. Scholz, C. (2014): Personalmanagement. Informationsorientierte und verhaltenstheoretische Grundlagen, 6th edition, Vahlen, München. Stock-Homburg, R. (2013): Personalmanagement: Theorien – Konzepte – Instrumente, 3rd edition, Gabler, Wiesbaden. <p>Additional literature, e.g. journal articles, is introduced throughout the semester.</p>

Entrepreneurship – Develop your Start-up (Entrepreneurship – Entwickle (D)ein (Startup-) Projekt)

Module	B-E-ENT1
Semester	5 & 7 & 8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Each semester
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	Transferable to all programs at Reutlingen University
Level	Bachelor
Module coordinator	Thomas Rehmet Building 20, Room 005, phone 07121/271-1082 thomas.rehmet@reutlingen-university.de
Lecturers	Matthias Gutbrod Matthias.Gutbrod@Reutlingen-University.DE
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Individual online participation (30%), group presentation (40%), written group paper (30%)
Weighting of Grade within overall programme	5/192
Learning outcomes	The participants should develop competencies in the following fields <ul style="list-style-type: none"> • Professional competences: ability to develop an idea into a successful business model and systematically monitor it by using smart metrics

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: Interview technologies, Business Modell Canvas, Value Proposition Canvas, Smart Metrics, Lean Startup • Social competences: refine their oral and written communication skills; give and receive feedback by fellow students in a structured manner; group work in international teams • Personal competences: ability to work under time pressure, creativity, initiative
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: students gather data from interviews and reflect on their communication, students organize in teams and reflect and agree on team rules, students find compromises on course of action.</p> <p>CG 4: Students need to organize a short time frame, Students need to solve new and complex competitive solutions, Students need to go out of the building for data creation</p>
Contents/ Indicative syllabus	<p>The module covers:</p> <p>Understanding the dynamics of business model development</p> <p>Identifying business models</p> <p>Developing an own business model</p> <p>Understanding basic tools and methods: Business Model Canvas, Lean Start-up & Value Proposition Canvas</p> <p>Being able to systematically track progress via smart Metrics</p> <p>Competitor analysis</p> <p>Pitch training and Storytelling</p>
Teaching and learning methodology	Lectures, case studies, coaching, group project, online platform
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • David J.Blank & Osterwalder, A (2020): Testing Business Ideas, New Jersey John Wiley & Sons, Inc. • Constable, G & Rimalovski, F (2018): Testing with Humans, The Power of Moments: Zeitschrift Publishers Weekly. 8/7/2017, Vol. 264 Issue 32, p62-62. 1/4p. • Heath, C & Heath, D (2017): The Power of Moments. • Wedell-Wedellsborg, T (2020): What´s Your Problem?, Harvard Business Review Press. • Wunker, S & Wattmann, J & David,F (2016): Jobs to Be Done, New York Atlanta Brussels AMACOM. <p>Lecture script provided online</p>

Business Plan Seminar (Business Plan Seminar)

Module	B-E-ENT2
Semester	5 & 7 & 8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Each semester
Admission requirements	Successful completion of all core modules in the first year of study
Transferability of the module to other programmes	Transferable to all programs at Hochschule Reutlingen
Level	Bachelor
Module coordinator	Thomas Rehmet Building 17, Room 005, phone 07121/271-1082 thomas.rehmet@reutlingen-university.de
Lecturers	Markus Riehl Markus.Riehl@Reutlingen-University.DE
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Individual participation (30%), group presentation (30%), written group paper (40%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<ul style="list-style-type: none"> • The participants should develop competencies in the following fields • Professional competences: knowledge about the basic structure of a standard business plan; in depth understanding of each chapter of a business plan • Methodological competences: the capability to write, read and evaluate business plans • Social competences: refine their oral and written communication skills; give and receive

BSc International Management Double Degree

	<p>feedback by fellow students in a structured manner; group work in international teams</p> <ul style="list-style-type: none"> • Personal competences: ability to work under time pressure
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Application of theory to develop and present a business plan
Contents/ Indicative syllabus	The module covers writing of a business plan, presentation of a business plan in front of a professional audience, current trends in entrepreneurship
Teaching and learning methodology	Lectures, hands on coaching, case studies, group project, online platform (moodle)
Miscellaneous	External guest lecture
Indicative reading list	Lecture script provided online

Management of Innovations (Innovationsmanagement)

Module	B-E-ENT3
Semester	7
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Julia Brüggemann Building 5, Room 211, phone 07121/271-3088 julia.brueggemann@reutlingen-university.de
Lecturer	Dr. Steffen Wütz steffen.wuetz@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Continuous assessment consisting of active in-class participation, case study presentation as well as project work and project presentation. Further details are provided at the beginning of the semester.
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: students understand, critically discuss, and apply principles of and current developments in innovation management. They will be able to understand the complex interaction of stakeholders during an innovation project.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: students transfer and apply theoretical knowledge to practical experience; work with case studies; combine scientific and practical insights to project work. • Social competences: students refine their oral and written communication skills; improve their ability to work in teams under time pressure; give and receive feedback by fellow students in a structured manner. • Personal competences: students learn how to work in an innovation project and solve a complex innovation project.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Students adopt a global perspective on innovation management by discussing business examples and case studies.</p> <p>CG 4: Students discuss, reflect on, and apply (case studies) innovation management concepts.</p>
Contents/ Indicative syllabus	<p>The module covers the principles of and recent developments in innovation management: definition of innovation, importance of innovations for company success, innovation strategy, culture of innovation, innovation process, success drivers of innovation, and tools for managing the innovation process (e.g., design thinking). The focus of the seminar may vary from semester to semester.</p>
Teaching and learning methodology	<p>Seminar or lectures in seminar style, illustrative practical examples, case studies, exercises, project work, presentations and discussions.</p>
Miscellaneous	<p>If applicable guest lecturers, company presentations, company co-operations will be integrated in the course.</p>
Indicative reading list	<p>Tailor-made lecture notes and reading list will be distributed in class.</p>

Creating Internet Start-Ups (Gründung von Internet Start-Ups)

Module	B-E-ENT5
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Dr. Tim Straub Building 5, Room 210, phone 07121/271-3118 tim.straub@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Group assignment incl. presentation
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: Business Plan development; constituent parts of a business plan; managing a start-up enterprise • Methodological competences: Project management; creativity techniques; Canvas-approach; business model development process from innovation to design, prototyping; group coaching

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Social competences: working in a team; communication skills • Personal competences: presentation skills; working with time constraints; entrepreneurial thinking
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: multicultural teams working together in group assignment</p> <p>CG 4: Application of theory to invent and develop a internet start-up business plan</p>
Contents/ Indicative syllabus	<p>In this course groups of 4 students invent and develop an individual business plan for an online start-up. The business plan is presented in front of a jury of practitioners and academics. The presentation follows a typical venture-capital presentation design (limited time, short assessment). The module covers:</p> <ul style="list-style-type: none"> • Creativity Methods • Developing a business plan • Project management and Leadership • Assessment of basic internet specific business models and characteristics • Team work
Teaching and learning methodology	Lecture and group work
Miscellaneous	n/a
Indicative reading list	<p><u>Recommended reading:</u></p> <ul style="list-style-type: none"> • Bloch, M., Pigneur, Y. and Segev, A. (1996): On the Road of Electronic Commerce - a Business Value Framework, Gaining Competitive Advantage and Some Research Issues, March. Institut D'Informatique et Organization, Ecole des HEC, Université Lausanne. • Osterwalder, A. and Pigneur, Y. (2010): Business Model Generation – ein Handbuch für Visionäre, Spielveränderer und Herausforderer, Campus Verlag, Frankfurt/New York. Picot, A., Reichwald, R. and Wigand, R. T. (1998): Die grenzenlose Unternehmung: Information, Organisation und Management; Lehrbuch zur Unternehmensführung im Informationszeitalter. Gabler Verlag. Wiesbaden. • Ries, E. (2012): Lean Startup – Schnell, risikolos und erfolgreich Unternehmen gründen, Redline Verlag. München.

Social Entrepreneurship (Social Entrepreneurship)

Module	B-E-ENT7
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None
Level	Bachelor
Module coordinator	Dr. Lyubomyr Matsekh Building 7, Room 002-A, phone 07121/271-1094 lyubomyr.matsekh-ukrayinsky@reutlingen-university.de
Lecturers	Various lecturers to be announced at the beginning of the semester
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Written (70%) and oral (30%) project presentation
Weighting of Grade within overall programme	5/192
Learning outcomes	By the end of this module the participants have developed the following competencies: <ul style="list-style-type: none"> Professional competencies: Students will become familiar with theoretical and practical aspects of social entrepreneurship. They will be acquainted with the design thinking method and business model canvas. They will also learn to identify, describe and apply the appropriate validation method for their start-up idea in the field of social entrepreneurship.

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competencies: Students will learn to apply the basic principle of the scientific method (make observations, formulate a problem statement, develop a hypothesis, design a testable prediction, gather data, test the prediction, refine/alter/expand/reject the hypothesis and develop a general action plan) in the field of social entrepreneurship. • Social competencies: Students will enhance their oral and written communication, social interaction and team working skills. They will learn how to respectfully cooperate in a competitive environment, be supportive of one another and base their action on facts and objective criteria. • Personal competencies: Students will learn to critically reflect on and analyse their ideas, actions, specific personal skills and strengths. Through the self-reflection process, they will develop personal confidence and decision-making skills.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: The seminars on sustainability, social entrepreneurship and nonprofitability incorporate the ethical awareness component.</p> <p>CG 4: Through the interdisciplinary nature of this module, the participants develop domain-specific problem-solving competencies.</p>
Contents/ Indicative syllabus	<p>The aim of this module is to sensitize the participants to the topic Social Entrepreneurship, to teach them the relevant skills for exploring, finding, developing and validating a business idea for a sustainable social start-up. The students also learn the relevant soft skills to negotiate, pitch and present their start-up ideas to the jury panel and successful entrepreneurs (start-up event 'Move Your Idea').</p> <p>This module consists e. a. of following seminars:</p> <p>The 17 Sustainable Development Goals</p> <p>Social Impact Metrics/ Change Agents/ Theory of Change</p> <p>Social Entrepreneurship and Corporate Social Responsibility</p> <p>Design Thinking</p> <p>Business Model Canvas</p> <p>Project Management</p> <p>Validation</p> <p>Financing</p> <p>Marketing (Online Marketing/ Social Media Marketing)</p> <p>Interview and Pitch Training</p>
Teaching and learning methodology	Lecture, discussion, presentation.



BSc International Management Double Degree

Miscellaneous	Guest lecturers, participation in external events, study trips
Indicative reading list	<ul style="list-style-type: none">• Duffy, X. (2020). The Iceberg and The Sustainable Entrepreneur. Aarhus, Zeal aps, Aarhus/Denmark.• Ehrenberger, M. (2017). Corporate Social Entrepreneurship. Prozess und Form ökonomischer Organisation zur Kreation sozialunternehmerischer Opportunitäten. Marburg: Metropolis.• Kury, K. W. (2012). Sustainability Meets Social Entrepreneurship: A Path to Social Change through Institutional Entrepreneurship. International Journal Of Business Insights & Transformation, 464-71.• Osburg, T. & Schmidpeter, R. (Eds) (2013). Social Innovation. Solutions for a Sustainable Future. Springer, Berlin.• Weidinger, C., Fischler, F., & Schmidpeter, R. (Eds) (2014). Sustainable Entrepreneurship, Springer, Berlin.

IPBS Summer School (IPBS Summer School)

Module	B-E-ENT9
Semester	7
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Not offered in 2022/23
Admission requirements	None in general, however there may be admission requirements by the local organizers.
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor / Module coordinator	Prof. Dr. Jörg Naeve Building 5, Room 222a, phone 07121/271-3071 joerg.naeve@reutlingen-university.DE
Lecturers	Lecturer(s) from IPBS partner schools
Language of instruction	English
Credits (ECTS)	5
Total work load	150 h (60 – 80 h contact, 70 – 90 h self-study)
Contact hours per week	4 SWS, blocked in two weeks (after end of regular classes)
Examination/ Type of assessment	Project
Weighting of Grade within overall programme	5/192
Learning outcomes	The following points will be determined by the organizers of the IPBS summer school and communicated to students as soon as the information becomes available, which should be during November / beginning of December before students select electives for the “Sommersemester”.
Course-specific contributions to AoL	Please refer to IPBS summer school information



BSc International Management Double Degree

competency goals (CG 1 - 6)	
Contents/ Indicative syllabus	Please refer to IPBS summer school information
Teaching and learning methodology	Please refer to IPBS summer school information
Miscellaneous	n/a
Indicative reading list	If applicable communicated with announcement of IPBS summer school

Law for Founders (Recht für Gründer)

Module	B-E-LAW1
Semester	8
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, first half) as well as core module Mandatory Internship II;
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jürgen Schulze Building 5, Room 5-222a, phone 07121/271-3003 juergen.schulze@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: ability to identify and use personal and legal related key factors for founding a company • Methodological competences: basic understanding of the steps of setting up a business from the legal point of view

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Social competences: improve awareness of social responsibility towards clients and employees; improving the ability to communicate with third parties as administration and counsels • Personal competences: improve the ability to reflect on oneself as an entrepreneur; develop the ability to identify legal risks and generate solutions
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 3: Students learn to identify and formulate basic legal issues in the field of starting a new firm. In some cases, students are asked to examine legal solutions with respect to fairness and justice
Contents/ Indicative syllabus	Introduction, industrial property, industrial law, tax law, company law, labour law, insurance law, competition regulations, insolvency law, law relating to economic offences
Teaching and learning methodology	Interactive lectures and case studies.
Miscellaneous	n/a
Indicative reading list	<ul style="list-style-type: none"> • Textbook BGB, HGB, GewO, Tax Law <p>Recommendations will be given at the beginning of the course, e.g.:</p> <ul style="list-style-type: none"> • Führich, E. (2017): Wirtschaftsprivatrecht, Privatrecht, Handelsrecht, Gesellschaftsrecht, 13th edition, Vahlen, München.

Labour Law II (Arbeitsrecht II)

Module	B-E-LAW3
Semester	5
Duration of module	1 semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Jürgen Schulze Building 5, Room 5-222a, phone 07121/271-3003 juergen.schulze@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Two-hour written exam (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> • Professional competences: identify and formulate basic legal issues that apply to the facts of a given case • Methodological competences: basic understanding of the steps of finding legal decisions; basic knowledge of legal research

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Social competences: accepting dissenting/opposing opinions; refine oral and written communication skills • Personal competences: promote fairness and justice by recognizing and addressing legal dilemmas and generating alternative solutions
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 3: Students learn to identify and formulate basic legal issues in the field of German labour law. Especially precarious employment relations are examined in accordance with ethical criteria.
Contents/ Indicative syllabus	Introduction, application of employment, employment contract, compensations for damages, secondary workers, termination and works committee.
Teaching and learning methodology	Interactive lectures and case studies
Miscellaneous	Optional visit to a hearing at the local labour court.
Indicative reading list	<ul style="list-style-type: none"> • Textbook Labour Law <p>Recommendations will be given at the beginning of the course, e.g.:</p> <ul style="list-style-type: none"> • Wörlen, R., Kokemoor, A., (2019): Arbeitsrecht, 13th edition, Vahlen, München.

Legal Frameworks for International Management (Internationales Wirtschaftsrecht)

Module	B-E-LAW5
Semester	5
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Annually
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Markus Conrads Building 17, Room 013, phone 07121/271-3080 markus.conrads@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS
Examination/ Type of assessment	Presentation (100%)
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the student should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: identify and apply appropriate international agreements (international treaties/protocols) for the drawing up of international contracts; identify and apply the local regulations in order to develop/manage corporations in a foreign country

BSc International Management Double Degree

	<ul style="list-style-type: none"> • Methodological competences: analyze topics of an area of business they are not familiar with – and law is such an area; summarize their results of research for a layman • Social competences: be open for the proposals of potential contract partners and react on them appropriately • Personal competences: gain an understanding of and be able to apply ethical theories to managerial decision-making
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG3: During the course students coming from different countries compare different legal systems with each other in a seminar paper.</p> <p>CG5: The students will learn about recent developments on the contract law regarding software development and the provision of it-services.</p>
Contents/ Indicative syllabus	<p>Lecture: Contract Drafting I: Structure of Contract (15%)</p> <ul style="list-style-type: none"> • Relevant Elements of Contract • General Terms and Conditions • Method to Check Contract Drafts <p>Case Study: Project Structure and Contract Draft (8%)</p> <p>In this case study, the participants are confronted with old general terms and conditions of a seminar organizer who wants to change his product range because of digitalization: He wants to offer events online in the future and therefore wants to adapt his contracts with his lecturers to the new business model. Students should learn to structure the project and identify contractual regulation needs.</p> <p>Lecture: Contract Drafting II: Contract of Sale (15%)</p> <ul style="list-style-type: none"> • Price • Payment • Delivery • Warranty <p>Case Study: Prepare Contract Offers (8%)</p> <p>In this case study, participants are asked to produce a contract offer for a furniture manufacturer who has been asked by an education provider to submit an offer for the supply of furniture: The furniture is to be delivered to the individual locations in Europe and installed there. The students are asked to identify the challenges of a specific project and to provide terms and conditions to avoid risks.</p> <p>Case Study: Check Contract Offers (8%)</p> <p>In this case study, students are to review a contract that has been submitted to them by a Chinese wholesaler as representatives of a German furniture wholesaler. The students are to recognize potential risks of foreign contract</p>

BSc International Management Double Degree

	<p>drafts and develop proposals with which contractual regulations disadvantages for their own party can be avoided.</p> <p>Role play: Preparation and Conduct of Negotiations (8%)</p> <p>The role play complements the case study: the students produce a letter with which they contact the Chinese exporter and make suggestions for changes. These proposed changes are then negotiated with the Chinese exporter.</p> <p>Case Study: Prepare Contract Draft and Negotiations (8 %)</p> <p>This case study is about the purchase of an industrial plant: A plant manufacturer wants to buy a production plant consisting of several modules. He wants to renew it technically to sell it again. The students' task is to produce a draft contract from the plant builder's point of view.</p> <p>Role Play: Conduct of Negotiations (30%)</p> <p>The role play complements the case study: The students negotiate their draft contract with the seller of the plant.</p>
Teaching and learning methodology	Case study and role play oriented lecture. Substantive law relevant for case studies and role plays is either taught in other lectures or available in teaching videos.
Miscellaneous	n/a
Indicative reading list	<p><u>Preparatory reading:</u></p> <ul style="list-style-type: none"> Conrads, M. (2017): Internationales Kaufrecht, 1. Aufl., De Gruyter/Oldenbourg, 2017 <p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> Conrads, M. (2022): Rügeobliegenheit und Beweislast in Einkaufsbedingungen, in IHR (2022), S. 1 Conrads, M. (2022): AGB-Vertragsaufhebungsklauseln in CISG-Kaufverträgen, in IHR (2022) S. Conrads, M. (2018): Zeitliche Schranken der kaufrechtlichen Gewährleistung im Auslandsgeschäft, in RIW (2018) S. 573

Negotiations (Verhandlungsführung)

Module	B-E-CL2
Semester	5
Duration of module	1 Semester
Type of module	Elective
How frequently is the module offered	Not offered in 2022/2023
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half)
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor/ Module coordinator	N.N. Building 5, Room xxx, phone 07121/217-xxxx email
Lecturers	NN
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS, blocked within one week
Examination/ Type of assessment	Presentation 5 min/each Preparation: Small focus groups during the complete class <ul style="list-style-type: none"> Summarize content of lectures Summarize experiences of guests Interview guests due to their focus Extract content from literature
Weighting of Grade within overall programme	5/192

BSc International Management Double Degree

Learning outcomes	<p>International business, especially where prolonged business negotiations are involved, is fraught with difficulties. Apart from practical and technical problems, national psychology and cultural characteristics frequently interfere during the communicative approach between business people. Equally important are business etiquette and cultural awareness.</p> <p>Main goals:</p> <ul style="list-style-type: none"> • Knowledge: Participants will acquire and apply theoretical and methodological knowledge techniques. Managing contracting negotiations in an international context and knowing how to achieve goals under consideration of the given situation, communication climate and balance of power between negotiators. Including the major interests of all negotiators to adopt the most appropriate communication technique. • Professional competences: Participants will learn to behave in a professional attitude and behaviour in an international context. Students will learn how to apply the main negotiation tools, the appropriate tactics and negotiation techniques. • Methodological competences: Students will train to choose and apply their communicative approach using attentive listening technique, observing behaviour – verbal and nonverbal cues - of the counterpart and employing the most suitable negotiation methodology • Social competences: The negotiation is a social interaction per se. Participants will acquire a show a strong social awareness in intercultural situations. Communicating, negotiating and acting with people of different cultural background, different values, attitude and behaviour, mentality, language, rituals, etiquette and communicative approach. Students will get familiar with different ways to establish relationship and doing business. • Personal competences: Developing personal ability to understand and negotiate successfully with international business partners. Employing social competence and intercultural awareness to appear professional, acting determined and competent.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Students demonstrate empathy, intercultural awareness as well as understanding of verbal and nonverbal language in different countries applying different negotiation techniques in short business cases.</p> <p>CG 4: Within authentic business cases, students understand and successfully apply major negotiation techniques to both achieve business goals and establish good and trustworthy relationships with business partners.</p>
Contents/ Indicative syllabus	How to negotiation: Negotiation techniques: The weak/soft negotiation style; the hard/dominant negotiation style; the balance negotiation style. Interna-



BSc International Management Double Degree

	<p>tional negotiation. The most important steps of international transactions. Major sources of conflict of international negotiation: verbal, para verbal and non-verbal communication. Managing challenging situations in an international context</p> <p>What to negotiate: Management of contractual relations: standard business terms; negotiation process; conclusion of contract; subject matter and performance of contract.</p>
Teaching and learning methodology	Interactive, case simulations, individual homework and group work.
Indicative reading list	<p>Presentations of the lectures will be distributed.</p> <ul style="list-style-type: none">• Kreggenfeld, Udo: Erfolgreich systemisch verhandeln, Springer-Gabler 2014• Fisher, Roger; Shapiro, Daniel: Erfolgreich verhandeln mit Gefühl und Verstand, Campus 2007• Hofstede, Geert: Culture and Organizations. Intercultural Cooperation and its Importance for Survival, Profile Book 2006• Shapiro, Daniel: Verhandeln. Die neue Erfolgsmethode aus Harvard, Campus 2018• Knapp, Peter; Novak, Andreas: Effizientes Verhandeln. Konstruktive Verhandlungstechniken in der täglichen Praxis; Windmühle-Verlag 2014

Leadership in a Change Management Process (Führung in einem Change Management Prozess)

Module	B-E-SKILLS2
Semester	8
Type of module	Elective
How frequently is the module offered	Not offered in 2022/23
Admission requirements	Successful completion of the first two years of study at partner university (module: Credits Earned at Partner University, First half) as well as core module Mandatory Internship II
Transferability of the module to other programmes	None; available for exchange students
Level	Bachelor
Responsible professor/ Module coordinator	Prof. Dr. Arjan Kozica Building 5, Room 208, phone 07121/271-3134 arjan.kozica@reutlingen-university.de
Lecturers	N.N.
Language of instruction	German
Credits (ECTS)	5
Total work load	150 h (60 h contact, 90 h self-study)
Contact hours per week	4 SWS (blocked within one week, 6 days)
Examination/ Type of assessment	<p>Experiential group project</p> <p>Students are divided into small groups (maximum five members per team) to complete a group project to evaluate the application of theoretical knowledge.</p> <p>Part 1: Each group chooses a company and interviews one or more managers of the company to understand any current and/or future challenges in the business.</p> <p>Part 2: After the interview(s), each group use the theoretical knowledge provided in this course to write a proposal on how to solve the business challenges from a leadership, human resource management, organizational development, and change management perspective.</p>

BSc International Management Double Degree

	<p>Part 3: Each group prepares and delivers a formal presentation on the company challenges as well as their proposed solution or interventions from a leadership, human resource management, organizational development, and change management perspective.</p> <p>The written proposal weighs 70% and the presentation weighs 30% of the final grade.</p>
Weighting of Grade within overall programme	5/192
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competences:</p> <ul style="list-style-type: none"> Professional competences: <p>Understand a variety of leadership theories, functions, and ethics.</p> <p>Understand fundamental human resource functions to optimize organizational effectiveness, impact, and performance.</p> <p>Understand employee behavior in terms of values, attitudes, motivation, and conflict.</p> <p>Understand the concepts of organizational climate and culture and how it influences employee engagement, wellbeing, and wellness.</p> <p>Understand the forces and models of change and how to lead and manage change in an organization.</p> Methodological competences: <p>Understand and apply methods to design work, recruit and select employees, develop remuneration and compensation systems, manage employee and organizational performance, cultivate employee learning, and to manage talent in an organization.</p> <p>Understand and apply methods to diagnose organizations from a leadership, human resource, and organizational behavior perspective and to design organizational development interventions to resolve typical business challenges.</p> <p>Understand and apply methods to manage change and communication in an organization.</p> Social competences: <p>Lead people in the context of business.</p> <p>Interpret and influence employee behavior.</p> <p>Work within a group to resolve typical business challenges from a leadership and human resources perspective.</p> Personal competences:



BSc International Management Double Degree

	<p>Evaluate and understand personal leadership behavior and apply reflection techniques to improve personal leadership effectiveness.</p> <p>Understand and apply effective conflict management skills on a personal level.</p> <p>Apply effective communication skills in the context of business and change.</p>
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG3: Understand the application of ethical behavior in the context of leadership and human resource management.</p> <p>CG4: Understand and apply fundamental leadership and human resource management concepts to resolve typical business challenges and situations.</p> <p>CG5: Understand methods to conduct an organizational diagnosis from a leadership and human resource perspective and to use and analyze organizational diagnostic data.</p>
Contents/ Indicative syllabus	<p>Leadership</p> <p>Defining leadership</p> <p>Purpose and functions of a leader</p> <p>Leadership intent and motivation</p> <p>Trait leadership theories</p> <p>Behavioral leadership theories</p> <p>Skill leadership theories</p> <p>Contingency leadership theories</p> <p>Integrative leadership theories</p> <p>Leadership ethics</p> <p>Human Resource Management</p> <p>Defining human resource management</p> <p>Strategic human resource management</p> <p>Job analysis and work design (job grading and job profiles)</p> <p>Employee planning and on-boarding (workforce planning, recruitment and selection, and induction)</p> <p>Remuneration and compensation strategies.</p> <p>Performance management and high performing organizations.</p> <p>Employee learning and development.</p> <p>Talent management strategies.</p> <p>Organizational Behaviour</p> <p>Defining organizational behaviour</p>

BSc International Management Double Degree

	<p>Employee values, attitudes, and motivation</p> <p>Managing employee and team conflict</p> <p>Employee wellbeing and wellness</p> <p>Organizational climate and cultures</p> <p>Organizational diagnosis and interventions</p> <p>Change Management</p> <p>Forces of organizational change</p> <p>Models of change</p> <p>Leading and managing change</p> <p>Resistance to change</p> <p>Effective communication during a change process</p>
Teaching and learning methodology	<p>Foundational learning methods: Lectures and self-study.</p> <p>Social learning methods: Group discussions and group problem solving.</p> <p>Experiential learning methods: Case studies, simulations, in-class activities, gamification, experiential group project.</p> <p>Personal learning: Personal assessments and reflection.</p>
Miscellaneous	n/a
Indicative reading list	<p><u>In-depth reading:</u></p> <ul style="list-style-type: none"> Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2020). Fundamentals of human resource management: People, data, and analytics. Thousand Oaks, CA: Sage Publishing, Inc. Griffen, R. W., Phillips, J. M., & Gully, S. M. (2020). Organizational behavior: Managing people and organizations. Boston, MA: Cengage Learning, Inc. Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). Canada: Sage Publications, Inc. <p><u>Supplementary reading:</u></p> <ul style="list-style-type: none"> Coetzer, M. F. (2019). Leading business beyond profit: A practical guide to leading a business to profit and significance. Bloomington: Westbow Press. Klemich, S. & Klemich, M. (2020). Above the line: Leading and living with heart. USA: HarperCollins Publishers. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, application and skill development (6th ed.). Boston, USA: Cengage Learning, Inc. Raina, R. (2019). Change management and organizational development. Thousand Oaks, CA: Sage Publishing, Inc.

