



Curriculum & Syllabi Handbook

MSc International Accounting, Controlling and Taxation (IACT)



www.esb-business-school.de

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1. Qualification Profile

Aims of the programme

The master's degree programme 'International Accounting, Controlling & Taxation' is designed to enhance and broaden graduates' competencies, enabling them to work in internationally-operating companies and to shape international business activities from the perspective of finance and (internal and external) accounting. This is also with the perspective of assuming management responsibility. In addition, the programme prepares students for a career in auditing or tax consultancy. For this purpose, students acquire practical business and management skills as well as develop an international business mindset throughout the course of their studies.

The concept of the programme is to deepen the knowledge and competencies gained from a business bachelor's degree with the extended focus on accounting, controlling and taxation. In addition, on completion of their studies, all students will be able to demonstrate several months of international experience.

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

Degree awarded

Master of Science (MSc)

Duration of studies

1.5 years/ 3 semesters, 90 credits (ECTS).

Competency goals (CGs) according to AACSB

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

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

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

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

- Language proficiency
- Intercultural competence
- Ethical behaviour



- Problem-solving competence
- Functional and methodological competence
- Digital skills in functional and/ or methodological context

Table 1: Competency goals and objectives IACT

LANGUAGE PROFICIENCY	INTERCULTURAL COMPETENCE	ETHICAL BEHAVIOUR	PROBLEM-SOLVING COMPETENCE	FUNCTIONAL COMPETENCE	METHODOLOGICAL COMPETENCE
COMPETENCY GOAL 1	COMPETENCY GOAL 2	COMPETENCY GOAL 3	COMPETENCY GOAL 4	COMPETENCY GOAL 5	COMPETENCY GOAL 6 DIGITAL SKILLS
IACT graduates are proficient in at least one foreign language (admission requirement).	... are interculturally competent.	... are able to manage complex, ethical and legal issues expertly in their professional field and in wider, environmental contexts.	... are skilled at solving complex problems in the domain of international business development.	...are familiar with national and international accounting rules.	...have the skills to apply advanced data analysis.
	... reflect upon the cultural context and its complexities when making decisions in a global business environment.	... are reflexively aware of ethical and legal issues in their professional field. They are able to critically analyze these issues on the basis of normative theory or models.	... analyse complex problems and develop innovative and viable solutions in the domain of international business development.		...have an understanding of advanced data analysis techniques.
	Measure embedded in module M2.4.2 Intercultural Management, assessed by way of IES online test	Measure embedded in module M1.5 Business Ethics, assessed by way of presentation and written exam	Measure embedded in module M 4.2 Master Thesis; assessment by academic supervisor and non-bias reviewer	Measure embedded in module M1.3.1 Int. Accounting, assessed by way of exam questions	Measure embedded in module M1.1 International Business Research, assessed by way of case study

Qualification profile of graduates

IAC graduates will possess sound knowledge and broad-based competencies for a management career in the field of controlling and finance of internationally-operating companies, as well as in international consulting firms.

The qualification goals of the programme are in detail:

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

Typical occupational fields are:

- Financial support for the establishment and development of new business activities, especially with an international reference
- Accounting and taxation in an international environment
- Management and financing of international business activities and functional units
- Management in an intercultural environment

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

The goals of the programme are in detail:

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

Professional fields:

- Professional functions in accounting, controlling and tax in an international environment
- Tax advisory
- Auditing
- Consulting



2. Study Structure

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

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

3. Overview: Modules and Courses

Module	Modules and courses	ECTS in Semester				Workload						
		1.	2.	3.	4.	SWS/ h per week	Self study	Total workload (hrs)	Type of course	Language	Assessment	Weight of grade
M1.1	International Business Research	6				6	90	180			PA	6/90
	Data Analytics	4				4	60	120	Seminar	German		
	Business Research	2				2	30	60	Seminar	Engl.		
M1.2	Controlling & Finance	8				8	120	240			CA / RE / KL (1h)	8/90
	International Controlling	4				4	60	120	Seminar	German	CA	
	International Finance	4				4	60	120	Lecture/ Seminar	Engl.	RE/KL (1h)	
M1.3	Accounting & Tax	7				8	150	270			KL (3h)	7/90
	International Accounting	4				4	60	120	Lecture	German	KL (1,5h)	
	Tax Systems and Income Taxes	3				4	90	150	Lecture	German	KL (1,5h)	
M1.4	Strategy & Business Models	2				2	60	120	Lecture	Engl.	PA	2/90
M1.5	Sustainability and Ethics Management	5				4	90	150	Seminar	Engl.	RE/ KL (1)	5/90
M1.6	Elective Business Language I (1 out of 5)	2				2	30	60			CA	2/90
M1.6.A	Business English I	2				2						2/90
M1.6.B	Business French I	2				2						2/90
M1.6.C	Business Spanish I	2				2						2/90
M1.6.D	Business Chinese I	2				2						2/90
M1.6.E	Business German I	2				2						2/90
	Sum 1st semester	30				28		900				30/90
M2.1	International Controlling Projects		6			4	120	180		German	PA / RE	6/90
M2.2	International Financial Reporting & Auditing		7			8	90	210			KL (3)	7/90
	International Financial Reporting Standards and Consolidation		4			4			Lecture			
	International Auditing		3			4			Lecture			
M2.3	Tax Accounting & International Taxation		4			4	60	120			KL (2)	4/90
	Tax Accounting		2			2						2/90
	International Taxation		2			2						2/90
M4.2	Transformation Management & Management Workshops		4			4	60	120			PA / KL (2)	6/90
	Transformation Management		2			2				German	KL (2)	2/90
	Management Workshops		2			2				Engl./ German	PA	2/90
M2.5	Electives International Management (1 out of 3)		5			4	90	150				5/90
M2.5.A	Futures Thinking		5			4	90	150	Seminar	Engl.	CA	5/90

Module	Modules and courses	ECTS in Semester				Workload						
		1.	2.	3.	4.	SWS/h per week	Self study	Total workload (hrs)	Type of course	Language	Assessment	Weight of grade
M2.5.B	Sustainability Dynamics		5			4	90	150	Seminar	Engl.	CA	5/90
M2.5.C	Teamwork in International Organizations		5			4	90	150	Seminar	Engl.	CA	5/90
M2.5.D	Customer Experience & Customer Relationship Management		5			4	90	150	Seminar	Engl.	PA	5/90
M2.6	Elective Business Language II (1 out of 5)		2			2	30	60			CA	2/90
M2.6.A	Business English II		2			2						2/90
M2.6.B	Business French II		2			2						2/90
M2.6.C	Business Spanish II		2			2						2/90
M2.6.D	Business Chinese II		2			2						2/90
M2.6.E	Business German II		2			2						2/90
	SUM 2nd semester		30			28		900				30/90
M3.A	International Business Studies			30			900	900			Gem. intl. HS	30/90
M3.B	International Internship (compulsory for some, see StuPro)			30		2	870	900				30/90
	Internship			28						Depend- ing on com- pany/cou- ntry	PB	
	Internship Colloquium			2		2		30	Kolloqu.	Engl.		
M3.C	(International) Internship (voluntary)			30		2	870	900				30/90
	Internship			28						Depend- ing on com- pany/cou- ntry	PB	
	Internship Colloquium			2		2		30	Kolloqu.	Engl.		
	SUM (additional) 3rd semester			30		0 / 2	870 / 900	900				30/90
M4	Master Thesis			30	(30)		750	750	.	Engl./ German	MT	30/90
M4	SUM Final (3rd or 4th) Semester)			30	(30)	4		900				30/90
	Summe	30	30	30	(30)			2700 (3600)				

Abbreviations

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

4. Modules and Courses

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

For examinations/ types of assessments, see overview table.

M1.1 Data Analytics & Business Research

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

M1.1.1 Data Analytics

Module	M1.1.1
Type of module	Compulsory
Name(s) of lecturer(s)	Prof. Dr. Yvonne Graf Yvonne.Graf@Reutlingen-University.DE
Language of instruction	German
Credits (ECTS)	4 ECTS
Total workload	120 h (60 h attendance, 60 h self-study)

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

	<ul style="list-style-type: none"> • Interactive teaching with discussions • Project work in small groups with written reporting • Individual work on project tasks and data files
Miscellaneous	Guest lecture/workshop if applicable
Indicative reading list	<ul style="list-style-type: none"> • Backhaus, K., Erichson, B., Gensler, S., Weiber, R., & Weiber, T. (2021). <i>Multivariate Analysemethoden: Eine anwendungsorientierte Einführung</i> (16th ed.). Springer Gabler. • Field, A. (2017). <i>Discovering Statistics Using IBM SPSS Statistics</i> (5th edition). SAGE Publications. • Kreis, H., Wildner, R., & Kuß, A. (2021). <i>Marktforschung: Grundlagen der Datenerhebung und Datenanalyse</i> (7th edition). Springer Gabler.

M1.1.2 Business Research

Module	M1.1.2
Type of module	Compulsory
Name(s) of lecturer(s)	Prof. Dr. Yvonne Graf Yvonne.Graf@Reutlingen-University.DE
Language of instruction	English
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Contact hours	2 hours per week (SWS)
Learning outcomes	<ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> ○ The course will provide students with the knowledge and skills necessary to conduct rigorous business research. ○ Students will learn to design research studies and formulate research questions. • Methodological competencies: <ul style="list-style-type: none"> ○ Students will gain proficiency in conducting literature searches, assessing the quality and relevance of sources, and critically synthesizing existing knowledge to inform their research questions. ○ The course will provide students with a thorough understanding of the various primary and secondary data collection methods available for business research. • Social competencies: <ul style="list-style-type: none"> ○ The course will promote collaboration and teamwork among students.

	<ul style="list-style-type: none"> ○ Students will gain an understanding of the social and ethical implications of business research, and learn how to incorporate stakeholder perspectives in the research process. <ul style="list-style-type: none"> ● Personal competencies: <ul style="list-style-type: none"> ○ Students will learn to identify and evaluate research questions and hypotheses in business contexts and gain confidence in their ability to design and conduct research studies. ○ Students will develop effective time management skills to successfully complete the various stages of the research process. ○ The course will encourage students to reflect on their own ethical and professional values, and develop a sense of responsibility towards the wider community in conducting research.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG3: Students will develop a comprehensive understanding of the ethical issues that are commonly associated with research practices and know how to apply ethical principles to conduct their own research.</p> <p>CG4: Students will gain skills and knowledge required to develop and frame research questions in a way that is both clear and concise, and will be able to identify the appropriate data needed to effectively answer these questions.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> ● Basics of science and research ● Research questions ● Searching and working with literature ● Primary and secondary data collection ● Content and structural requirements ● Research ethics
Teaching and learning methodology	<p>A mixture of learning methods is applied:</p> <ul style="list-style-type: none"> ● Interactive teaching with discussions ● Project work in small groups with presentations and written reporting
Miscellaneous	<p>Guest lecture/workshop if applicable</p>
Indicative reading list	<ul style="list-style-type: none"> ● Baur, N., & Blasius, J. (2022). <i>Handbuch Methoden der empirischen Sozialforschung</i> (3rd ed.). Springer VS. ● Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). <i>Research Methods for Business Students</i> (8th edition). Pearson Education. ● Homburg, C. (2020). <i>Marketingmanagement: Strategie - Instrumente - Umsetzung - Unternehmensführung</i> (7th ed.). Springer Gabler. ● Kreis, H., Wildner, R., & Kuß, A. (2021). <i>Marktforschung: Grundlagen der Datenerhebung und Datenanalyse</i> (7th edition). Springer Gabler.

M.1.2 Controlling & Finance

Module	M1.2
Semester	1 Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M1.2.1 International Controlling M1.2.2 International Finance
How frequently is the module offered	Once per semester
Admission requirements	None from the master's programme Basics of Management Accounting (dt. Kosten- und Leistungsrechnung)
Level	Master
Module coordinator / responsible professor	Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 Carmen.Finckh@reutlingen-university.de
Credits (ECTS)	8 ECTS
Learning outcomes	The module establishes a common understanding of the topics of international controlling and international finance. The students apply the methods and instruments of international controlling and international finance in a problem-oriented manner. The module creates the basis for in-depth studies in international controlling or international finance in the following semesters.
Examination/ type of assessment	Continuous assessment 50%; Presentation and written exam (1h) 50%
Weighting of grade within programme	8/90

M1.2.1 International Controlling

Module	M1.2.1
Type of module	Compulsory
Names(s) of lecturer(s)	Prof. Dr. Carmen A. Finckh Tel. 0175-2060333 Carmen.Finckh@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	4 ECTS
Total workload and breakdown	120 h (60 h attendance, 60 h self-study)
Contact hours	4 Semester hour per week (SWS)
Learning outcomes	<ul style="list-style-type: none"> Professional competencies: The students gain a basic understanding of the challenges in controlling in an internationally-active company with special consideration of the context factors and the coordination requirements. They

	<p>understand the country-specific differences in the understanding of controlling and can deal with them in a socially competent manner. The students learn to apply the methods and instruments of international controlling in a problem-oriented manner and understand their limitations as well as challenges in implementation. They gain experience in the analysis, evaluation and interpretation of controlling information from the international environment. Students gain a basic understanding of ESG-related controlling.</p> <ul style="list-style-type: none"> • Interdisciplinary, methodological competencies: The students learn about the challenges in the use and further development of management concepts and instruments in the international environment and can transfer this knowledge to other areas. They understand the interrelationships and interfaces of different functional areas for the overall management of international companies (meta-coordination). They understand the connection between management and control in an international context. The students also gain an understanding of the role of controlling in the future working world characterised by volatility, uncertainty, complexity and ambiguity. • Social competencies, key competencies: Students reflect on the different controlling roles in an international context. They gain a deeper understanding of successful cooperation on a horizontal and vertical level within the framework of the various management processes (planning & reporting, decision support, etc.). Students reflect on the ethical behaviour of controllers. • Personal competencies: They understand the requirements for communication competence in the international environment and can better assess their status in this regard as well as further development needs. • Digital competencies: The students are able to deal with digital learning environments (e.g. Microsoft Teams, Zoom) and to present independently elaborated learning contents with the help of the respective software. They acquire basic digital skills of communication, presentation and cooperation in groups.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Within performance management, students discuss the behavioural consequences of poorly designed performance management systems for an organization.</p> <p>CG 4: Students analyze different current issues in international controlling and create proposals for improvement. They apply instruments, methods and procedures according to the different contexts. They work on different case studies and one business project in cooperation with a company.</p> <p>CG 6: Students analyse and discuss the role of controlling in the context of digitalisation in the company as well as the digitalisation of controlling. They understand the influence of digitalisation on the management and control systems as well as the controlling processes and organisation. Different approaches to the implementation of digitalisation are discussed.</p>
Content / indicative syllabus	<ol style="list-style-type: none"> 1. Introduction to international controlling 2. Trends in controlling (role change, digitalisation, sustainability etc.)

	3. Data analytics simulation 4. Controlling for different business models 5. Transformation of controlling organisations 6. Performance and cost management
Teaching and learning methods	Lectures, discussions, exercises, case studies, simulations, study of specialist literature. Independent scientific work in groups.
Indicative reading list	<p>Required reading</p> <ul style="list-style-type: none"> • Demartini, C., Performance Management Systems. Design, Diagnosis and Use, 2014. • Horváth, P., Gleich, R., Seiter, M. Controlling, 14. Auflage, 2020 • Horváth, P., The Controlling Concept; Cornerstone of Performance Management, 2019. • Neely, A. Business Performance Measurement Unifying Theories and Integrating Practice, 2011. • Rieg, R., Internationales Controlling, 1. Auflage, 2020. • Schön, D., Planung und Reporting im BI-gestützten Controlling. Grundlagen, Business Intelligence, Mobile BI und Big-Data-Analytics, 2018. <p>References to in-depth literature are provided on the RELAX page of the respective topic or in MS Teams.</p>

M1.2.2 International Finance

Module	M1.2.2
Type of module	Compulsory
Name of lecturer	Prof. Dr. Hans-Martin Beyer Building 5, room 109, Tel.: 07121 271 6025 Hans-Martin.Beyer@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	4 ECTS
Total workload and breakdown	120 h (60 h attendance, 60 h self-study)
Contact hours	4 semester hours per week (SWS)
Learning outcomes of the course	<ul style="list-style-type: none"> • Professional competencies: Students will develop an enhanced understanding of financial statement analysis and corporate M&A transactions and valuation. Specifically, students will be able to apply methods and models to identify and analyze the most relevant financial performance measures for managing a firm. Over and above, students will be able to assess and apply core valuation techniques and methods and to critically discuss valuation concepts applied in practice, as well as IT tools and data sources (i.e. Factset). • Methodological competencies: Students will further enhance their critical thinking and problem solving skills in addition to analytical skills particularly in the fields of statement analysis and company valuation and respective decision making.

	<ul style="list-style-type: none"> • Social competencies: Through the interactive nature of the course, students will refine their oral and written communication competence and their team skills. • Personal competencies: Students will be equipped with the necessary knowledge, experiences and competencies to resume a role in the respective fields of professional competence. Conflicting interests and related inter- and intrapersonal conflicts and ethical problems will be assessed and discussed.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: On the basis of transaction examples and projects, the impacts of international differences on transactions and value of companies and potential approaches to tackle these are discussed.</p> <p>CG 4: Students will understand, apply and interpret valuation methods and put them into an international context. Valuation problems are discussed and elaborated in group projects on the basis of scientific studies or practical situations. Students will solve valuation problems in the fields of calculating, normalising and forecasting cash flows, cost of capital and terminal value calculation, and applying such to different valuation approaches.</p>
Content / indicative syllabus	<p>Fundamentals of corporate transactions including types of transactions, transaction stakeholders and their processes.</p> <p>Valuation and assessment concepts and methods with a specific focus on</p> <ul style="list-style-type: none"> • financial statement ratio analysis and market multiples • income/DCF approaches - methodological issues and application • implications of valuing internationally • implications of risk management on value
Teaching and learning methods	Seminar style lecture including presentations by students, case studies, discussions, coaching by instructor, training and application of the Factset financial software / database
Miscellaneous	Guest lectures by external professionals
Indicative reading list	<ul style="list-style-type: none"> • Damodaran, A. (2012): Investment Valuation, 3rd ed, Wiley • Damodaran, A. (2018): The dark side of valuation, 3rd ed., Pearson • De Luca, P.(2018): Analytical Corporate Valuation: Fundamental Analysis, Asset Pricing and Company Valuation, Springer • Fridson, M. S. & Alvarez, F. (2022), Financial Statement Analysis: A Practitioner's Guide, 5th ed., Wiley Finance ed. • Gaughan, P.A (2018).: Mergers, Acquisitions, and Corporate Restructurings, 7th ed., Wiley • Higgins, R.C. (2018): Analysis for Financial Management, 12th ed. McGrawHill • Joy, Joseph (2018): Divestitures and Spin-Offs, Springer • Koller, T., Goedhart, M., Wessels, D. (2020): Valuation – Measuring and managing the value of companies, 7th ed., Wiley • Reed Lajoux, A. (2019): The Art of M&A – A Merger, Acquisition and Buy-out Guide, 5th ed., McGrawHill

	<ul style="list-style-type: none"> Ross, S.A., Westerfield, R.W., Jaffe J.F. & Jordan, B.D. (2022): Corporate Finance – Core Principles and Applications, 13th edition, McGrawHill Titman, S. & Martin, J.D. (2015): Valuation – The Art and Science of corporate investment decisions, 3rd ed., Pearson Shapiro, A. C., Hanouna, P. (2020): Multinational Financial Management, 11th ed., Wiley <p>Supplementary</p> <ul style="list-style-type: none"> Harrison, W. T., Horngren C. T. et al (2018): Financial Accounting – Global Edition, 11th ed., Pearson http://cpaclass.com/fsa/ratio-01a.htm https://www.dvfa.de/fileadmin/downloads/Publikationen/Standards/DVFA_Best_Practice_Recommendations_Corporate_Valuation.pdf Institut der Wirtschaftsprüfer in Deutschland e.V. (IDW): Standard S1 - Principles for the Performance of Business Valuations (IDW S1), 2008 (i.d.F. 2016) https://www.idw.de/the-idw/idw-pronouncements/idw-standards <p>Further indicative reading list / articles will be introduced during the course.</p>
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M1.3 Accounting & Tax

Module	M1.3
Semester	1. Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M1.3.1 International Accounting M1.3.2 Tax Systems and Income Taxes
How frequently is the module offered	Once per semester
Level	Master
Module coordinator	Prof. Dr. Dominic Wader Geb. 17, Raum 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Credits (ECTS)	7 ECTS
Learning outcomes	<p>Upon completion of this module, students should have the following competencies:</p> <ul style="list-style-type: none"> Professional competencies: Building on basic knowledge, in-depth knowledge in the field of (international) accounting and taxation should be acquired. Interdisciplinary competencies, professional skills:

	<p>Deepen critical thinking and analytical skills. Through a principle-based approach, students gain the ability to apply general principles to concrete problems and situations and to discuss existing problem solutions.</p> <ul style="list-style-type: none"> • Social skills, key competencies: Through the seminar-style teaching format, students sharpen their ability to engage in discussions and their competence to critically question their own position. • Personal competencies: Students gain the necessary knowledge, experience and skills to apply in relevant professional careers. According to the objectives of the programme, this is possible for both professional and consulting careers.
Examination/ type of assessment	Written exam (4h)
Weighting of grade within programme	7/90

M1.3.1 International Accounting

Module	M1.3.1
Type of module	Compulsory
Name of lecturer	Prof. Dr. Dominic Wader Building 17, room 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	4 ECTS
Total workload and breakdown	120 h (60 h attendance, 60 h self-study)
Contact hours	4 Semester hour per week (SWS)
Learning outcomes of the course	<ul style="list-style-type: none"> • Professional competencies: Building on basic knowledge, in-depth knowledge in the area of (international) accounting, in particular accounting in accordance with national and international accounting standards, should be acquired • Methodological competencies: Deepen critical thinking and analytical skills. Through a principle-based approach, students gain the ability to apply general principles to concrete problems and situations and to discuss existing problem solutions. • Social competencies: The seminar-style teaching format will sharpen the ability to discuss and the competence to critically question one's own position. • Personal competencies: Students will gain the necessary knowledge, experience and skills to apply in relevant professional careers. According to the objectives of

	the programme, this is possible for both professional and consulting careers.
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 international accounting. Hereby they will solve cases in various areas of accounting.</p> <p>CG 5: Students will understand, apply and interpret both conceptual and technical aspects of national and international Accounting. In applying this, students will solve cases both in conceptional aspects and in specific areas of accounting such as accounting for tangible and intangible assets or for provisions.</p>
Content / indicative syllabus	<p>Accounting according to national and international accounting standards</p> <ol style="list-style-type: none"> 1. Principles of accounting 2. Recognition, measurement and disclosure rules 3. Accounting of fixed assets 4. Accounting for current assets 5. Accounting of equity 6. Accounting for provisions 7. Accounting for liabilities 8. Deferred taxes 9. Income statement
Teaching and learning methods	Seminar-style teaching with discussions, case studies and coaching by the instructor
Indicative reading list	<ul style="list-style-type: none"> • Pellens/Fülbier/Gassen/Sellhorn: Internationale Rechnungslegung, 11. Edition 2021, Schäffer-Poeschel Verlag. • Coenenberg/Haller/Schultze: Jahresabschluss und Jahresabschlussanalyse, 26. Edition 2021, Schäffer-Poeschel Verlag (separate exercise book). • Beck'scher Bilanz-Kommentar: Handelsbilanz – Steuerbilanz, 12. Edition 2020, Beck Verlag.

M1.3.2 Tax Systems and Income Taxes

Module	M1.3.2
Type of module	Compulsory
Name of lecturer	<p>StB Anja Weible anja.weible@rwt-gruppe.de</p> <p>StB Lena Fränzel lena.fraenzel@rwt-gruppe.de</p>
Language	German
Credits (ECTS)	3 ECTS
Total workload and breakdown	150 h (60 h attendance 90 h self study)
Contact hours	4 Semester hour per week (SWS)

Learning outcomes	<ul style="list-style-type: none"> Professional competencies: In the area of tax systems, knowledge of the elements of the tax system and all major types of taxes are provided. In the income taxes area, this is expanded to include in-depth knowledge of company-related income taxation. Methodological competencies: Deepen critical thinking and analytical skills. Through a principle-based approach, students gain the ability to apply general principles to concrete problems and situations and to discuss existing problem solutions. Social competencies: The seminar-style teaching format sharpens the ability to discuss and critically question one's own position. Personal competencies: Students gain the necessary knowledge, experience and skills to apply in relevant careers.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: Students discuss and reflect on the consequences of legal and ethical misconduct.</p> <p>CG 4: Students will understand the background of personal and institutional taxation as well as value-added taxes and apply the knowledge in solving several case studies.</p> <p>CG 5: In the area of income taxation, students will gain an additional understanding of accounting rules.</p>
Content / indicative syllabus	<ol style="list-style-type: none"> Systematics of taxation and overview of the main types of taxes Tax procedural law (especially tax code) Income tax with emphasis on corporate taxation Corporate income tax Trade tax Basic features of the transformation tax law Value-added tax Basic principles of real estate transfer tax Main features of inheritance and gift tax Basic features of real estate tax
Teaching and learning methods	Seminar-style teaching with discussions, case studies and coaching by the instructor
Miscellaneous	Lecture is conducted by professional tax advisors.
Indicative reading list	<ul style="list-style-type: none"> Bornhofen, M. und Bornhofen, M. C.: Steuerlehre 1, 43. Auflage 2022, Gabler Verlag Bornhofen, M. und Bornhofen, M. C.: Steuerlehre 2, 42. Auflage 2021, Gabler Verlag Helmschrott / Grimm / Scheel: Grundkurs des Steuerrechts Band 1, Abgabenordnung, 17. Auflage 2022, Schäffer Poeschel Hottmann / Beckers / Schustek: Grundkurs des Steuerrechts Band 2, Einkommensteuer, 24. Auflage 2021, Schäffer Poeschel Meissner / Neeser: Grundkurs des Steuerrechts Band 4, Umsatzsteuer, 26. Auflage 2021, Schäffer Poeschel

	<ul style="list-style-type: none"> Alber / Szczesny: Grundkurs des Steuerrechts Band 11, Körperschaftsteuer und Gewerbesteuer, 19. Auflage 2021, Schäffer Poeschel
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M1.4 Strategy & Business Models

Module	M1.4
Type of module	Compulsory
Name of lecturer	Prof. Dr. Philipp von Carlowitz Building 5, room 201, Tel.: 07121 271 3017 philipp.von-carlowitz@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Contact hours	2 hours per week (SWS)
Learning outcomes	<p>Upon completion of this course, students will have obtained the following competencies:</p> <ul style="list-style-type: none"> Professional competencies: Critically understand the complexity of strategy development and the ability to link different aspects of business in a long term perspective; ability to scrutinize existing strategies for consistency and doability. Importance of holistic view by using business model approach. Methodological competencies: Problem solving in strategic management issues also in international context; step-by-step development of strategies; business model canvas Social competencies: Argue for or against positions in front of audiences; develop results in discussions in various team set ups; apply effective written and oral communication skills Personal competencies: Awareness of own potential in analyzing and assessing strategy issues; awareness for own argumentation skills and ability to deal with complex issues
Course-specific contributions to AoL competency goals (CG 1 – 6)	<p>CG 2: On the basis of some case studies, the topic of internationalization strategy of companies is discussed as one strategic option, identifying the complexity of cross-border business. In the final session the internationalization strategy and business model development is focussing on the Sub-sahara-Africa region.</p> <p>CG 4: The main feature of the course is to apply strategic management tools to deal with complex and uncertain situations in the business environment and to come up with feasible and realistic long-term strategies. To create a workable strategy deploying business model methodology is used for problem solving in a holistic way.</p>

Content / indicative syllabus	<ul style="list-style-type: none"> • What is Strategy & Levels of Strategy • Strategic Analysis and Strategic Options • Developing Business Models • Business Model Innovation • Internationalization Strategy and Business models
Teaching and learning methodology	Lectures, cases, discussions, exercises, reading assignments on important topics of strategic management. Main focus is on case studies to be prepared in self-study and discussed in class.
Miscellaneous	
Indicative reading list	<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. • Lynch, R. (2018). Strategic Management. Harlow, England; Pearson. • Morschett, D.; Schramm-Klein, H.; Zentes, J. (2015). Strategic international management. Text and cases, Berlin. • Osterwalder A, Pigneur Y, Clark T (2010) Business model generation: A handbook for visionaries, game changers, and challengers. Alexander Osterwalder & Yves Pigneur, [Amsterdam]

M1.5 Sustainability and Ethics Management

Module	M1.5
Type of module	Compulsory
Name of lecturer	Prof. Dr. Maud Helene Schmiedeknecht Geb. 17, Raum 130, Tel.: 07121 271 3081 Maud.Schmiedeknecht@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	5 ECTS
Total workload	150 h (60 h presence, 90 h self study)
Contact hours	4 hours per week (SWS)
Learning outcomes	<ul style="list-style-type: none"> • Fachliche Kompetenzen (Professional Competencies): Students will develop an enhanced understanding of theoretical and practical aspects of business ethics and sustainability management. They will be able to apply methods to identify and analyze challenges and perspectives regarding ethical and sustainability issues. Furthermore, students will be able to organize and constructively use a process of exchange and confrontation with relevant stakeholders and their perspectives. • Fachübergreifende Kompetenzen (Methodological Competencies): Students will enhance their analytical and critical thinking skills in ad-

	<p>dition to their problem-solving skills particularly in the field of sustainability management. Furthermore, they will be able to create a presentation deck considering the requirements of a management consultancy (storyline, action title, etc.).</p> <ul style="list-style-type: none"> • Soziale Kompetenzen (Social Competencies): Through the interactive nature of the course, students will apply their oral and written communication skills. Furthermore, they will apply their team skills by developing results in discussions in various team set-ups. Students will be able to analyze and critically reflect on their own learning process during the course. • Persönliche Kompetenzen (Personal Competencies): Students will gain knowledge and competencies in analyzing and assessing ethical and sustainability management issues and thereby grow into responsible decision makers.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Students reflect upon the complexities of international corporations regarding sustainability topics, e.g. social and ecological challenges of setting up international sustainable supply chains.</p> <p>CG 3: Students understand the underlying principles and theoretical concepts of business ethics and Corporate Social Responsibility (CSR). They are aware of ethical and legal issues, identify ethical dilemmas of management decisions and are able to critically analyze these issues on the basis of normative theory or models. Furthermore, students are able to develop solutions by solving ethical cases in wider, environmental and social contexts with a four-step approach.</p> <p>CG 4: Students analyze and assess sustainability management issues, e.g. sustainability strategies and implementation of management systems. They analyze and evaluate sustainability reports regarding strategy, implementation, and KPIs.</p> <p>CG 5: Students understand the complexity of setting up new sustainable business models or transforming existing business models accordingly.</p>
Content / indicative syllabus	<ul style="list-style-type: none"> ▪ Theory of business ethics ▪ Values management system ▪ Case studies on business ethics and values management system ▪ Communication in Management within a business environment ▪ Basics of sustainability management: principles, topics, models ▪ Innovating for circular economy: product/service, business model and ecosystem innovation ▪ Sustainability strategies and implementation: processes, instruments and standards ▪ Selected functional areas of sustainability management: supply chain, communication, reporting
Teaching and learning methodology	Seminar style lecture including presentations by students, case studies, discussions, coaching by instructor
Miscellaneous	Guest speaker
Indicative reading list	Lecture handout with list of references, case studies, sustainability reports and articles, amongst others:

	<p>Aargaard, A. (ed.) (2019): Sustainable Business Models. Innovation, Implementation and Success. Palgrave</p> <p>Bocken, N., Short, S.W., Evans, S. (2014): A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production (65), pp. 42-56</p> <p>Crane, A./Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 4th edition, Oxford University Press, Oxford</p> <p>Geissdoerfer, M., Vladimirova, D., Evans, S. (2018): Sustainable business model innovation: A review. Journal of Cleaner Production (198), pp. 401-416</p> <p>Konietzko, J., Bocken, N., Hultink, E.J. (2020): A Tool to Analyze, Ideate and Develop Circular Innovation Ecosystems. Sustainability 2020, 12, 417</p> <p>Lüdeke-Freund, Carroux, S., Joyce, A., Massa, L., Breuer, H. (2018): The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation. Sustainable Production and Consumption (15), pp. 145-162</p> <p>Lütge, C. (ed.) (2013): Handbook of the Philosophical Foundations of Business Ethics. Springer</p> <p>Schaltegger, S., & Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. Journal of Business Ethics, 147(2), 241-259</p> <p>Takacs, F., Stechow, R. & Frankenberger, K. (2020). Circular Ecosystems: Business Model Innovation for the Circular Economy. White Paper of the Institute of Management & Strategy, University of St. Gallen.</p> <p>World Economic Forum (2022): The Global Risks Report 2022</p>
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M1.6 Electives Business Language I (1 out of 5)

Module	M1.6
Semester	1 Semester (two-semester programme)
Duration of module	1 Semester (two-semester programme)
Type of module	Elective
Courses included in the module	M1.6.A Business English I M1.6.B Business French I M1.6.C Business Spanish I M1.6.D Business Chinese I M1.6.E Business German I
Frequency of module	Once per semester
Admission requirements	None / (admission test for grouping Business French, Spanish, Chinese, German)
Academic level	Master
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability

Responsible professor /module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de
Credits (ECTS)	2
Learning outcomes	Language skills at respective language level (see language for details)
Type of assessment/ prerequisites for awarding credits	Continuous assessments (CA) consisting of: written assignment (40%), oral assignment (40%), active participation and attendance (20%). All continuing assessments are determined at the course level.
Weighting of grade	2/90

M1.6.A Business English I

Module	M1.6.A
Type of module	Elective
Admission requirements	There is no language placement test for Business English. All students are expected to already have a high proficiency level upon admission to the programme.
Academic level	Master. Course is conducted at C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability
Lecturer's name See ESB website for contact details.	Depends on semester: Lucas Ogden, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	2
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. After the successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will confidently conduct a product review using written and verbal business English. – Students will confidently use verbal and written business English in a variety of scenarios, including difficult or challenging scenarios. – Students will practice editing and critical feedback skills. – Students will confidently conduct a persuasive presentation a business topic in English. – Students will conduct a professional business meeting. – Students will apply extended business and economics-related terminology in simulations and discussions.

	<ul style="list-style-type: none"> • Methodological competencies: <ul style="list-style-type: none"> – Students will integrate content knowledge of core programme curriculum to research, analyze, critique and evaluate a business scenario, then write a persuasive paper based on the scenario. – Students will apply appropriate grammar, punctuation and spelling conventions when writing. – Students will hone in different strategies for writing reports and persuasive papers. • Social competencies: <ul style="list-style-type: none"> – Students will apply networking and teambuilding skills within a multicultural context. – Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios. – Students will develop skills for communicating under stress, especially in intercultural contexts. – Students will compare/contrast the impact of cultural dimensions in different business scenarios. – Students will confidently and professionally discuss ideas and state a position during a business meeting. • Personal competencies: <ul style="list-style-type: none"> – Students will confidently use the English language for different purposes, including business situations. – Students will improve their vocabulary and skills based on their individual competency level.
Content / indicative syllabus	<p>The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR). Content will be adapted to the needs of the students.</p> <p>Business English Boot Camp</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Assess own grammar needs 2. Apply English grammar rules 3. Compare strategies for writing a report versus writing a persuasive paper <p>Writing a product review & making recommendations</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Identify the parts of a business report 2. Identify common business words used in a report 3. Make recommendations 4. Use proper voice and register (formal, informal, neutral) 5. Write a business report <p>Intercultural business communication</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Understand how cultural background influences communication 2. Compare/contrast the impact of cultural dimensions in a business scenario 3. Communicating under stress

	<ol style="list-style-type: none"> Identify ways to deal with stress at work (conflict resolution approaches) Formulate solution and express self in Business English <p>Case Study 1 Learning Objectives:</p> <ol style="list-style-type: none"> Identify key vocabulary words and their synonyms Edit a paragraph for conciseness Ethical hot seat Identify elements of ethical communication Choose a communication approach that best fits a given business scenario <p>Case Study 2 Learning Objectives:</p> <ol style="list-style-type: none"> Identify parts of a business meeting agenda Create an effective agenda Apply appropriate words and phrases used when discussing ideas at a meeting. Confidently state a position Conduct a business meeting while following the agenda <p>Elevator pitch Learning Objectives:</p> <ol style="list-style-type: none"> Discuss the purpose of an elevator pitch Identify the parts of an elevator pitch Create & deliver an elevator pitch <p>Managing change & conflict Learning Objectives:</p> <ol style="list-style-type: none"> Using Business English, state a position after taking different perspectives into consideration Use technology tools to communicate virtually <p>Presentations/paper Learning Objectives:</p> <ol style="list-style-type: none"> Persuade an audience using written and verbal Business English
Teaching and learning methods	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
Miscellaneous	The Business English courses are tailored to the needs of the IACT and IBD students.
Indicative reading list	<p>Reading materials used in class will reflect current topics in business. Sources may include newspapers, journals, news reports, etc. For this reason, this Indicative reading list section only reflects grammar and writing skills books.</p> <ul style="list-style-type: none"> COBUILD English Grammar. The source of authentic English (2017). Harper Collins. ISBN-13 978-0008135812 Business English: The Writing Skills You Need for Today's Workplace (2016). By Andrea B. Geffner, Barron's Publishers ISBN 1438006969, 9781438006963

	<ul style="list-style-type: none"> How to Write Effective Business English: Your guide to excellent professional communication (2012). By Fiona Talbot, Kogan Ltd. Publishers. ISBN 978 0 7494 9729 3
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M1.6.B Business French I

Module	M1.6.B
Type of module	Elective
Admission requirements	Language placement test
Academic level	Master; for French, courses are offered at the B1 to C1 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	<p>Depends on course level: For Business French: Anne-Marie Labbé, Veronique Förstel, otherwise contact:</p> <p>Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de</p> <p>Prof. Dr. Niamh O'Mahony Building 17, room 113, Tel.: 07121 271 3028 Niamh.Omahony@reutlingen-university.de</p>
Language of instruction	French
Credits (ECTS)	2
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> Professional competencies: <ul style="list-style-type: none"> Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. <ul style="list-style-type: none"> Students will demonstrate best practices for business communication skills in the target language. On all levels, students will improve their communication skills according to their individual capabilities. Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships).

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

M1.6.C Business Spanish I

Module	M1.6.C
Type of module	Elective
Admission Requirements	Language placement test
Academic level	Master; for Spanish, courses are offered at the A1 to C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	<p>Depends on course level:</p> <p>For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis Figueroa, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus, otherwise contact:</p> <p>Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de</p>
Language of instruction	Spanish

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

Indicative reading list	<p>Reading materials used in class will reflect current topics in business, in the target language. Sources may include newspapers, journals, news reports, etc.</p> <p>The textbooks/workbooks listed below will be used in conjunction with these additional materials.</p> <p>For Business Spanish:</p> <ul style="list-style-type: none"> • Meta Profesional A1-A2 Spanisch für den Beruf (2018)/Klett • Meta Profesional B1 Spanisch für den Beruf (2018)/ Klett • Further Indicative reading list sources will be announced in class, especially for higher levels.
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M1.6.D Business Chinese I

Module	M1.6.D
Type of module	Elective
Admission Requirements	Language placement test only if student has prior knowledge of Chinese in the first session
Academic level	Master; for Chinese, courses are offered at the A1 to B1 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	<p>Depends on course level: For Business Chinese: Xiaohui Xu, Ying Feng, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de Prof. Dr. Niamh O'Mahony Niamh.Omahony@reutlingen-university.de</p>
Language of instruction	Chinese
Credits (ECTS)	2
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will improve their language skills, while – increasing their knowledge of basic business terminology in the target language. <p>Students will demonstrate best practices for business communication skills in the target language.</p> – On all levels, students will improve their communication skills according to their individual capabilities.

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

M1.6.E Business German I

Module	M1.6.E
Type of module	Elective
Admission requirements	Language placement test (exchange students must demonstrate basic knowledge of German language in order to participate in regular programme lectures. The Business German course is in addition to the regular lectures).
Academic level	Master; for German, courses are offered at the A1 to C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats

Name of lecturer(s) For contact details, see ESB website.	Depends on course level: For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Cwejn, Martin Böhler, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, room 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	2
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly (SWS)	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will improve their language skills, while – increasing their knowledge of basic business terminology in the target language. <p>Students will demonstrate best practices for business communication skills in the target language.</p> <ul style="list-style-type: none"> – On all levels, students will improve their communication skills according to their individual capabilities. – Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. – Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). • Methodological competencies: <ul style="list-style-type: none"> – Students will analyze and discuss different topics related to business communication. • Social competencies: <ul style="list-style-type: none"> – Students will interact in the target language for various purposes and with different types of audiences. – Students will improve their intercultural awareness and intercultural communication competencies. • Personal competencies: <ul style="list-style-type: none"> – Students will improve self-confidence using the target language for different purposes, including business situations. – Students will become familiar with Germany as well as the ways of life and business life in German-speaking countries. – Students will become aware of current economic developments and problems in German-speaking countries but especially in Germany.

Content / indicative syllabus	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
Miscellaneous	The Business German courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
Indicative reading list	Reading materials used in class will reflect current topics in business, in the target language. Sources may include newspapers, journals, news reports, etc. For Business German: – To be announced in class (depends on the course level).

M2.1 International Controlling Projects

Module	M2.1
Semester	2 Semester
Duration of module	1 Semester
Type of module	Compulsory
How frequently is the module offered	Once per semester
Admission requirements	Successful completion of 'M1.2.1 International Controlling'
Level	Master
Module coordinator / responsible professor	Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 Carmen.Finckh@reutlingen-university.de
Name of lecturer	
Language of instruction	German
Credits (ECTS)	6 ECTS
Total workload and breakdown	180 h (approx. 15 h attendance hours project team coaching, 165 h self-study and project work)
Contact hours	4 Semester hours per week (SWS)
Examination/ type of assessment	Research or company-related projects and presentation The assessment criteria are announced at the beginning of each semester via a supplementary course description on Relax.
Weighting of grade within programme	6/90
Learning outcomes	<ul style="list-style-type: none"> • Professional competencies: Company-related projects: Application of controlling knowledge to solve real management problems in an international environment.

	<p>Research-related projects: Topic-specific, in-depth scientific examination and reflection of differences between theory and implementation in practice.</p> <p>Both: Professional application of project management tools (acquisition, planning, implementation, documentation, presentation and marketing of results).</p> <ul style="list-style-type: none"> Interdisciplinary competencies, professional qualifications: Independent project work preferably in an international company or on an international issue or Independent application of research theories and methods to current issues in controlling (digitalisation, role change, sustainability) and independent use or structuring of tools for virtual collaboration and application of agile working methods. Social competencies, key competencies: Development of project management skills Professional written and oral project communication in the digital environment and on the basis of professional tools Self-organisation and cooperation in diverse project teams, both personally and virtually Individual competencies: Use of project coaching support Dealing with complexity and ambiguity Understanding and recognising implications of cross-level connections
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 4: In addition to the course content of International Controlling, the students apply and deepen their knowledge in international controlling in changing or adopting methods, concepts, instruments in international controlling and/or the international controlling organisation. They work on concrete international controlling challenges in close cooperation with companies (real cases) or without companies (case studies) for improvement. They improve their extracurricular skills by collaborating both physically and virtually.</p> <p>CG 6: Research projects: Scientific analyses and discussions on the digital transformation in management accounting and the role of management accounting in cross-company transformation processes (e.g. sustainability, digitalisation) or Company-related projects: Evaluation, conception or implementation of (partial) solutions in the context of the digital transformation of management accounting processes or the organisation (e.g. role change)</p>
Content / indicative syllabus	<p>Execution of an international, practice- or research-oriented controlling project in arrangement with the university lecturer</p> <p>Participation in at least three project team coaching sessions</p> <ul style="list-style-type: none"> 1st meeting to agree on the project 2nd session to present the interim results 3rd session to present the final results <p>Final project documentation or scientific article</p>

Teaching and learning methods	Group-oriented project work plus supportive project team coaching (hybrid: virtual and face-to-face)
Miscellaneous	Supplementary course descriptions will be made available at the beginning of each semester via Relax or MS Teams.
Indicative reading list	<ul style="list-style-type: none"> Burghardt, M. Projektmanagement: Leitfaden für die Planung, Überwachung und Steuerung von Projekten 2018 Fiedler, R., Controlling von Projekten: Mit konkreten Beispielen aus der Unternehmenspraxis –alle Aspekte der Projektplanung, Projektsteuerung und Projektkontrolle 2020. <p>Plus, specific recommendations for the respective project teams</p>

M2.2 International Financial Reporting & Auditing

Module	M2.2
Semester	2. Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M2.2.1 International Financial Reporting Standards and Consolidation M2.2.2 International Auditing
How frequently is the module offered	Once per semester
Level	Master
Module coordinator / responsible professor	Prof. Dr. Dominic Wader Geb. 17, Raum 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Credits (ECTS)	7 ECTS
Learning outcomes	<p>Upon completion of this module, students should have the following competencies:</p> <ul style="list-style-type: none"> Professional competencies: Building on basic knowledge, in-depth knowledge in the field of international accounting, consolidation and auditing should be acquired. Interdisciplinary competencies, professional skills: Deepen critical thinking and analytical skills in the field of accounting and auditing. Social skills, key competencies: The seminar-style teaching format will sharpen discussion skills and the ability to critically question one's own position. Personal competencies: The course concept helps students learn to deal with previously unfamiliar problems and increase their problem-solving and decision-making skills.

Examination/ type of assessment	Written exam (3h)
Weighting of grade within programme	7/90

M2.2.1 International Financial Reporting Standards and Consolidation

Module	M2.2.1
Type of module	Compulsory
Name of lecturer	Prof. Dr. Anna-Lena Kotzur Geb. 5, Raum 214, Tel.: 07121 271 3040 anna-lena.kotzur@reutlingen-university.de
Language of instruction	English: International Financial Reporting Standards and German: Consolidation / Konsolidierung
Credits (ECTS)	4 ECTS
Total workload and breakdown	120 h 60 h Class attendance, 30 h self-study
Contact hours	4 Semester hours per week (SWS)
Learning outcomes	see module-level
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 international financial reporting standards as well as consolidated financial statements. The underlying theoretical concepts are elaborated and discussed. In particular, students will solve cases, for instance in the fields of accounting for employee benefits or share-based payments or the consolidation of investments, joint ventures and associates in an international context.</p> <p>CG 5: Students will understand, apply and interpret both conceptual and technical aspects of national and international Accounting. In applying this, students will solve cases both in conceptional aspects and in specific areas of accounting such as accounting for revenues or share-based payments.</p>
Content / indicative syllabus	<p>International Financial Reporting Standards</p> <ol style="list-style-type: none"> 1. IAS 16 Property, plant and equipment 2. IFRS 15 Revenue from contracts with customers 3. IAS 19 Employee benefits 4. IAS 36 Impairment of assets 5. IFRS 9 Financial instruments 6. IFRS 2 Share-based payments 7. IAS 7 Statements of cash flows <p>Consolidation</p> <ol style="list-style-type: none"> 1. Duty to prepare consolidated financial statements 2. Scope of a group 3. Consolidation of investments 4. Debt consolidation

	5. Consolidation of interim results 6. Deferred taxes in consolidated financial statements
Teaching and learning methods	Seminar-style teaching with discussions, case studies and coaching by the instructor
Miscellaneous	Guest lectures
Indicative reading list	<ul style="list-style-type: none"> • Pellens/Fülbier/Gassen/Sellhorn: Internationale Rechnungslegung, 11. Auflage 2021, Schäffer-Poeschel Verlag. • Coenenberg/Haller/Schultze: Jahresabschluss und Jahresabschlussanalyse, 26. Auflage 2021, Schäffer-Poeschel Verlag (separates Übungsbuch) • Küting/Weber: Der Konzernabschluss, 14. Auflage 2018, Schäffer-Poeschel Verlag

M2.2.2 International Auditing

Module	M2.2.2
Type of module	Compulsory
Name of lecturer	Prof. Dr. Dominic Wader Geb. 17, Raum 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	3 ECTS
Total workload and breakdown	90 h (60 h class attendance, 30 h self-study)
Contact hours	4 Semester hours per week (SWS)
Learning outcomes	see module-level
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 3: The course makes explicit references to ethical aspects. In particular, students will be discussing accounting fraud and its implications for accounting and auditing.</p> <p>CG 4: Students will understand, apply and interpret both conceptual and technical aspects of international auditing. The underlying theoretical concepts, especially the approach of business risk auditing, are elaborated and discussed. In applying this, students will solve cases both in conceptual aspects of an audit and in auditing specific areas of accounting, such as inventories.</p>
Content / indicative syllabus	<ol style="list-style-type: none"> 1. Corporate governance 2. Institutional aspects of auditing 3. Legal foundation of the statutory audits 4. Process of statutory audits 5. Quality and risk management in an audit firm
Teaching and learning methods	Seminar-style teaching with discussions, case studies and coaching by the instructor
Miscellaneous	Guest lectures

Indicative reading list	<ul style="list-style-type: none"> • Graumann: Wirtschaftliches Prüfungswesen, 6. Auflage 2020, nwb-Verlag. • Hense/Ulrich (Hrsg.): WPO-Kommentar, 3. Auflage 2018, IDW-Verlag. • Marten/Quick/Ruhnke: Wirtschaftsprüfung, 6. Auflage 2020, Schäffer-Poeschel-Verlag
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M2.3 Tax Accounting & International Taxation

Module	M2.3
Semester	2. Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M2.3.1 Tax Accounting M2.3.2 International Taxation
How frequently is the module offered	Once per semester/1x je Semester
Admission requirements	M 1.3
Level	Master
Module coordinator / responsible professor	Prof. Dr. Dominic Wader Geb. 17, Raum 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Credits (ECTS)	4 ECTS
Content / indicative syllabus	See lecture-level
Examination/ type of assessment	Written exam (2h)
Weighting of grade within programme	4/90 (50 % Tax Accounting; 50 % International Taxation)

M2.3.1 Tax Accounting

Module	M2.3.1
Type of module	Compulsory
Name of lecturer	Florian Döttling florian.doettling@mazars.de
Language of instruction	German
Credits (ECTS)	2 ECTS
Total workload and breakdown	60 h (30 h class attendance, 30 h self-study)
Contact hours	2 Semester hours per week (SWS)

Learning outcomes	<p>After successful completion of this subject, students should have developed the following competencies:</p> <ul style="list-style-type: none"> familiarity with tax rules concerning the tax balance sheet. Students will practice some basic tax abilities by applying the rules they have learned in fictional cases. ability to think in a structured manner about accounting and valuation of assets and liabilities; developing competencies to assimilate new knowledge alone or in a group Participants will study under the guidance of the lecturer in class as well as studying individually outside of the class. Students will learn to handle a considerable amount of unfamiliar and complex material within a limited timeframe.
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 4: Students will understand the legal background of tax accounting and apply the knowledge in solving several case studies in this area.</p> <p>CG 5: In the area of tax accounting students will gain an in-depth understanding of accounting rules.</p>
Learning outcomes	<ol style="list-style-type: none"> Basic idea of the tax balance sheet Accounting and valuation of assets in the tax balance sheet Accounting and valuation of liabilities in the tax balance sheet Accounting and valuation of further balance sheet items
Teaching and learning methods	A large part of the theory will be taught through lecture-style class along with a group discussion format to discuss problems during class.
Indicative reading list	<ul style="list-style-type: none"> Wolfram Scheffler (2018): Besteuerung von Unternehmen II (C.F. Müller) (Additional readings as required)

M2.3.2 International Taxation

Module	M2.3.2
Type of module	Compulsory
Name of lecturer	<p>Gregor Bartle</p> <p>gregor.bartle@rwt-gruppe.de</p>
Language of instruction	German
Credits (ECTS)	2 ECTS
Total workload and breakdown	60 h (30 h class attendance, 30 h self-study)
Contact hours	2 Semester hours per week (SWS)
Learning outcomes	<p>After successful completion of this subject, students should have developed the following competencies:</p> <ul style="list-style-type: none"> familiarity with international taxation concepts. Students will practice some basic tax abilities by applying the rules they have learned in fictional case studies.

	<ul style="list-style-type: none"> • ability to think in a structured manner about international taxation; developing competencies to assimilate new knowledge alone or in a group. • Due to the interactive nature of the course modules, as well as via group work, students will refine their oral and written communication and their team skills; being able to make positive contributions to team / group projects. • Participants will study under the guidance of the lecturer in class as well as studying individually outside of the class. Students will learn to handle a considerable amount of unfamiliar and complex material within a limited timeframe.
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students will understand the background of international taxation and apply the knowlegde in solving several case studies in this area.
Learning outcomes	1. Concepts in international taxation 2. Inbound taxation 3. Outbound taxation 4. Double tax conventions 5. Transfer pricing 6. International tax planning 7. Anti tax avoidance rules
Teaching and learning methods	Interactive lecture, case studies, discussions
Indicative reading list	<ul style="list-style-type: none"> • Wilke/Weber (2018), Lehrbuch Internationales Steuerrecht, NWB Verlag • Brähler (2014), Internationales Steuerrecht, SpringerGabler Verlag • Further Indicative reading list will be announced in class.

M2.4 Transformation Management Studies & Management Workshops

Module	M2.4
Semester	2 Semester
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M2.4.1 Transformation Management M2.4.2 Management Workshops
How frequently is the module offered Angebots	Once per semester
Admission requirements	
Level	Master

Module coordinator / responsible professor	Prof. Dr. Dominic Wader Building 17, room 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Credits (ECTS)	6 ECTS
Learning outcomes	In this module, application and practice of management will be trained. Learning outcomes of module parts are detailed with respective course descriptions.
Examination/ type of assessment	M2.2.1 Management Workshops (Project work: 50%) M2.2.2 Transformation Management (Exam 2h; 50%)
Weighting of grade within programme	4/90

M2.4.1 Transformation Management

Module	M2.4.1
Type of module	Compulsory
Name of lecturer	Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 Carmen.Finckh@reutlingen-university.de
Language of instruction	German
Credits (ECTS)	2
Total workload and breakdown	60 h (30 h attendance, 30 h self-study)
Contact hours	2 semester hours per week (SWS)
Learning outcomes	<ul style="list-style-type: none"> • Professional competencies: Develop, discuss and reflect on differences in requirements, processes and competencies between transformation, strategy implementation and change management processes Discuss and reflect on specific requirements for transformations in the context of digitalisation and sustainability Gain an overview of the strategy process and the location of strategy implementation Design, review or optimise implementation concepts Identify and professionally manage implementation challenges Get to know and test innovative approaches. • Interdisciplinary competencies, professional empowerment: Further develop transformation and change competencies, develop and deepen systemic organisational understanding • Social competencies, key competencies: Recognise potential and resistance to change and learning to deal with it competently; self-management and collaboration in different project teams • Personal competencies:

	Reflect on own learning and change processes
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 2: Students discuss the requirements in transformation and strategy implementation in different contexts (e.g., non-profit/profit, large/small size company, different industries, family-owned companies). They apply the theory in different business simulations.</p> <p>CG 3: Students discuss behavioural aspects of transformational change processes and apply the knowledge in a business simulation.</p> <p>CG 4: Students apply their conceptual knowledge about transformation, strategy implementation (concepts, methods, instruments, processes, cultural/behavioural aspects) in specific business simulations for change management.</p> <p>CG 6: Students can develop appropriate implementation concepts for transformational strategies which can accompany their implementation.</p>
Content / indicative syllabus	<ul style="list-style-type: none"> • Transformation, strategy implementation and change management • Agile, strategy-focused organisations • Concepts and methods for transformation • Context-specific change management • Innovative approaches
Teaching and learning methods	Lectures, case studies, digital simulation workshops
Miscellaneous	On a case-by-case basis, representatives from the respective field are invited to present and discuss selected topics.
Indicative reading list	<ul style="list-style-type: none"> • Kaplan, R.S., Norton, D. P., The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Boston: Harvard Business School Press, United States of America 2001. • Kaplan, R.S., Norton D.P., Alignment. Using the Balanced Scorecard to create corporate synergies, Boston (Mass.), Boston: Harvard Business School Press, United States of America 2006. • Kolks, Uwe (1990): Strategieimplementierung. Ein anwenderorientiertes Konzept. Wiesbaden: Dt. Univ.-Verl. (DUV). • Kotter, John P. (2010): Leading change: Boston, Mass.: Harvard Business School Press, 2010. • Raps, Andreas (2017): Erfolgsfaktoren der Strategieimplementierung. Konzeption, Instrumente und Fallbeispiele. 4rd ed. • Scharmer, Otto; Kaufer, Katrin (2013): Leading from the emerging future. From ego-system to eco-system economies. 1st ed. San Francisco. • Scharmer, C. Otto (2019): Essentials der Theorie U: Grundprinzipien und Anwendungen: Carl-Auer Verlag. • Uhl, A., Gollenia, L. A., A (2012) Handbook of Business Transformation Management Methodology, Gower Publishing. • Wunder, Thomas (2016): Essentials of Strategic Management. Effective Formulation and Execution of Strategy: Schäffer-Poeschel Verlag für Wirtschaft Steuern Recht GmbH. • Wunder, T. (Hrsg.; 2019): Rethinking Strategic Management. A. Aufl. Cham, Switzerland: Springer International Publishing.

M2.4.2 Management Workshops

Module	M2.4.2
Type of module	Compulsory
Name(s) of lecturer(s)	Various professors and company lecturers Prof. Dr. Dominic Wader Building 17, office 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Language of instruction	English / German
Credits (ECTS)	2 ECTS
Total workload and breakdown	60 h (30 h attendance, 30 h self-study)
Contact hours	2 hours per week (SWS); primarily as a teaching block during the block week of the study programme
Learning outcomes	<ul style="list-style-type: none"> • Professional competencies: Participants will develop an advanced understanding of theoretical and practical aspects of business administration and various business models. • Methodological competencies: ability to analyze and critically assess business models and management issues; problem solving in management issues. • Social competencies: argue for or against positions in front of audiences; develop results in discussions in various team set ups; apply effective written and oral communication skills. • Personal competencies: awareness of own potential in analyzing and assessing business models and management issues; awareness for own argumentation skills.
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: Students discuss and evaluate various real life case studies with company representatives.
Content/ indicative syllabus	Discuss current topics of management with executives of well-known companies
Teaching and learning methods	Case studies, presentations, discussions From time to time, case studies take place at various companies (external visits)

M2.5 Electives International Management (1 out of 4)

Module	M2.5
Semester	2 Semester
Duration of module	1 Semester
Type of module	Elective (1 aus 4)
Courses included in the module	M2.5.A Futures Thinking M2.5.B Sustainability Management M2.5.C Teamwork in Organizations M2.5.D Customer Experience & Customer Relationship Management
How frequently is the module offered	Each semester
Admission requirements	Knowledge from the first semester of the programme
Level	Master
Module coordinator / responsible professor	Prof. Dr. Dominic Wader Building 17, office 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Credits (ECTS)	5 ECTS
Learning outcomes	<ul style="list-style-type: none"> Professional competencies: The qualification goal is to take on personnel responsibility taking into account national and cultural influences. Interdisciplinary competencies, professional qualifications: The students are able to establish connections and cross-links between different areas of business administration and to integrate them into an overall framework. Social competencies, key competencies: Students learn and deepen social skills and further develop their personality. Personal competencies: The students become competent interlocutors and are able to communicate in a qualified manner with responsible persons in companies and develop solutions to problems for companies.
Examination/ type of assessment	Depends on elective (see lecture-level)
Weighting of grade within programme	5/90

M2.5.A Futures Thinking

Module	M2.5.A
Type of module	Elective / Wahlpflicht
Name of lecturer	Prof. Dr. Elizabeth Hofvenschiöld Tel.: 07121 271 3143 Elizabeth.Hofvenschioeld@Reutlingen-University.DE

Language of instruction	English
Credits (ECTS)	5 ECTS
Total workload and breakdown	150 h (60 h Presence, 90 h Self Study)
Contact hours	4 hours per week (SWS)
Learning outcomes of the course	<ul style="list-style-type: none"> • Fachliche Kompetenzen (Professional Competencies): Students will develop skills on how to deal with dynamic, complex and uncertain social and business environments, in particular in regard to the future, long term strategy formulation and decision making, by applying principles of Futures Thinking and tools such as horizon scanning, trend research, and the futures wheel. • Fachübergreifende Kompetenzen (Methodological Competencies): Students will enhance their decision-making skills by challenging mental models, making sense of the future, making decisions in uncertainty, and creating ideas about preferred futures • Soziale Kompetenzen (Social Competencies): Students will apply their oral and written communication skills through the interactive nature of the course. Furthermore, they will apply their team skills by developing results in discussions and in a trends research exercise, for example. • Persönliche Kompetenzen (Personal Competencies): Students will gain knowledge and competencies in analyzing and assessing changes in the business environment and linking these insights to strategy formulation and will gain experience in working and collaborating in a hybrid environment.
Course-specific contribution to competency goals	<p>CG 3: Students will reflect on the social, technical, economical, and ethical implications of emerging trends and their interrelationships. These reflections will support ethical strategic decision making and responsible innovation in the business environment.</p> <p>CG 4: Futures Thinking is a dynamic capability. Students will learn to apply methods of futures thinking to multiple areas in the business environment, particularly to strategic planning.</p> <p>CG 6: Students will learn to identify emerging technology trends and determine their impacts on diverse areas of business and on the future of work in general.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> ▪ Introduction to Futures Thinking ▪ Understanding change – models of change, change drivers, assumptions of change, and implications of change ▪ Selected tools of Futures Thinking: horizon scanning, 3 horizons, trend research, causal layered analysis, futures wheel, backcasting, and futures communication ▪ Deep dive into emerging technology trend research (identification and description)

	<ul style="list-style-type: none"> Development of a preferred futures narrative based on trends with application to a specific business area of interest ^[1] [SEP]
Teaching and learning methods	Seminar style lectures including presentations from students, discussions, coaching by instructor, workshops, individual research and group work.
Miscellaneous	Occasional guest speaker
Indicative reading list	<p>Bengston, D. N. (2016) The Futures Wheel: A Method for Exploring the Implications of Social Ecological Change, <i>Society & Natural Resources</i>, 29:3, 374-379</p> <p>Curry, A. & Hodgson, A. (2008) Seeing in Multiple Horizons: Connecting Futures to Strategy. <i>Journal of Futures Studies</i>, 13(1):1-20</p> <p>Day, G. S. & Schoemaker, P. J. H. (2006). <i>Peripheral vision: detecting weak signals that will make or break your company</i>. Boston: Harvard Business School Press</p> <p>Hines, A. & Bishop, P. (2015). <i>Thinking About the Future: Guidelines for Strategic Foresight</i>. Houston: Hinesight</p> <p>Inayatullah, S. (2007) <i>Questioning the Future: Methods and Tools for Organizational and Societal Transformations</i> (3rd Ed.), Tamsui, Taiwan: Tamkang University</p> <p>O'Reilly, T. (2017). <i>What's the Future and Why It's up to Us</i>. London: Random House Business Books</p> <p>Slaughter, R. (2022). The IT revolution part 4: Transcending the matrix. <i>Futures</i>, Vol. 135, Jan. 2022, 102869</p> <p>Taleb, N.N. (2007) <i>The Black Swan: The impact of the highly improbable</i>. New York: Random House</p> <p>Voros, J. (2003). A Generic Foresight Process Framework. <i>Foresight</i>, Vol. 5, no. 3:10-21</p>

M2.5.B Sustainability Dynamics

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

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

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

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

Professional competencies:

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

The module contributes to the profile in Strategy.

Methodological competencies:

- Students will develop an understanding of dynamic complexity, inherent in most business situations of policy-design and decision-making with special focus on corporate environmental and social sustainability.

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



	<p>CG4: In this course, students realize that many management tools cut off feedback loops that the world actually consists of. Students learn a different way of thinking of how to approach complex issues that the world is dealing with, including feedback-loops, time delays, and non-linearities – all of which combined enable students to realize the roots of counterintuitive behavior of problem situations.</p> <p>CG5: Students develop quantitative simulation models in class and in assignments. They collect and analyze both qualitative and quantitative data. They transfer the data into dynamic simulation models, validate and analyze them, and generate recommendations for policy-designers and decision-makers. And learn to describe, to present, to analyse and to interpret quantitative information. They are able to derive conclusions, to obtain significant results and make recommendations in a business setting.</p> <p>CG6: Students are introduced to changes in business models through capabilities in digital technology. They also learn how data can support managerial decision-making, using dynamic simulation models.</p>
Content/ indicative syllabus	<ul style="list-style-type: none"> ▪ State of the World ▪ Systems thinking for sustainability: Principles and tools ▪ Dynamics of simple systems, human behavior, and sustainability ▪ Application of the systems perspective to sustainability issues, such as limits to growth, managing natural resources, pandemics ▪ Building capabilities for sustainability ▪ Aspects of Limits to Growth: planetary boundaries; populations; economies; tourism growth and waste management in Small Island States; “Limits to Growth study; Earth4All study; organizations (example of PEOPLEExpress with “management flight simulator”) ▪ Climate action: where is the leverage? (roleplaying game) ▪ Social sustainability: happiness, (over)consumption ▪ Dynamics of pandemics (such as SARS-Covid-19) and Diffusion of new products in the market) ▪ Examples of system dynamics-based research on sustainability issues
Teaching and learning methods	Interactive lecture, case studies, videos, interactive simulators, and (award-winning) management games
Miscellaneous	Occasional guest speaker
Indicative reading list	<p>Lecture handout with list of references, case studies, current sustainability reports and articles, amongst others:</p> <ul style="list-style-type: none"> – Booth Sweeney, L. & Sterman, J.D. (2000). Bathtub dynamics: initial results of a systems thinking inventory, System Dynamics Review, 16(4): 249-286. – Creutzig, F., & Kapmeier, F. (2020). Engage, don't preach: Active learning triggers climate action. Energy Research & Social Science, 70, 101779.

	<ul style="list-style-type: none"> – Herrington, G. (2021). Update to limits to growth: Comparing the world3 model with empirical data. <i>Journal of Industrial Ecology</i>, 25: 614– 626. – Kapmeier, F., & Gonçalves, P. (2018). Wasted paradise? Policies for Small Island States to manage tourism-driven growth while controlling waste generation: the case of the Maldives. <i>System Dynamics Review</i>, 34(1-2): 172-221. – Kapmeier, F., Greenspan, A. S., Jones, A. P., & Sterman, J. D. (2021). Science-based analysis for climate action: how HSBC Bank uses the En-ROADS climate policy simulation. <i>System Dynamics Review</i>, 37(4): 333-352. – Repenning N. and J.D. Sterman (2001) "Nobody ever gets credit for fixing problems that never happened". <i>California Management Review</i>, 43(4):64-88. – Rooney-Varga, J. N., Sterman, J. D., Fracassi, E., Franck, T., Kapmeier, F., Kurker, V., Johnston, E., Jones, A. P., & Rath, K. (2018). Combining role-play with interactive simulation to motivate informed climate action: Evidence from the World Climate simulation. <i>Plos One</i>, 13(8), e0202877. – Rooney-Varga, J. N., Kapmeier, F., Sterman, J. D., Jones, A. P., Putko, M., & Rath, K. (2020). The Climate Action Simulation. <i>Simulation & Gaming</i>, 51(2), 114–140. – Steffen et al. (2015). Planetary boundaries: Guiding human development on a changing planet. <i>Science</i>, 347(6223), 1259855. – Sterman, J.D. (2000). <i>Business Dynamics. Systems Thinking and Modeling for a Complex World</i>. Irwin McGrawHill. – Sterman, J.D. (2012). "Sustaining sustainability: creating a systems science in a fragmented academy and polarized world." <i>Sustainability science</i>. Springer New York, 2012. 21-58. – Sterman (2013). <i>Stumbling towards Sustainability: Why organizational learning and radical innovation are necessary to build a more sustainable world—but not sufficient</i>. R. Henderson, M. Tushman and R. Gulati (eds.) <i>Organizational & Strategic Change and the Challenge of Sustainability</i>. Oxford University Press.
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M2.5.C Teamwork in Organizations

Module	M2.5.C
Type of module	Elective / Wahlpflicht
Name of lecturer	Prof. Dr. Hazel Grünewald Building 17, Office 005, Tel.: 0171 9393218 hazel.gruenewald@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	5

Total workload	150 hours (60 hours f2f; 90 hours self study)
Contact hours	30 hours a week (SWS) for 2 weeks
Learning outcomes	<p>After successful completion of this course the students should:</p> <p>Professional competencies</p> <ul style="list-style-type: none"> have gained an understanding of key concepts, models and practices within the field of teamwork in organisations such as personality, motivation, team dynamics and effectiveness, culture and change; appreciation of how theories can be translated into practical applications. <p>Methodological competencies</p> <ul style="list-style-type: none"> have the competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards. The ability to be able to stand back and view complex situations in perspective and to think critically about teams and what happens in them. have a solid and broad toolkit to enable them to manage working in diverse teams <p>Social competencies</p> <ul style="list-style-type: none"> have developed their interpersonal skills (e.g. communication, influencing, resolving conflict, team skills, leadership skills etc) demonstrate skills in essay writing, general written communication and presentation skills be able to talk about and understand how and why they are the way they are have increased their emotional intelligence and better understand how other team members tick and what motivators or triggers potentially influence their behaviour and reactions <p>Personal competencies</p> <ul style="list-style-type: none"> be able to reflect on and have gained a deeper insight into why things are the way they are have increased their tolerance for ambiguity, adaptability and resilience in the face of challenges
Course-specific contributions to AoL competency goals (CG 1 - 6)	<p>CG 1: During the course students work in culturally diverse student groups on several business cases and develop presentations and/or short written reports in English.</p> <p>CG 2: Students work in culturally diverse teams. They focus on challenges of managing organizational behaviors in an international context. Additionally, students learn how to assess (national or organizational) culture as well as the challenges culture poses. Students reflect upon the cultural variables that impact decision making in a global business environment – embedded assessment by way of IES (Intercultural Efficiency Scale) online test and personal development plan.</p>

	<p>CG 3: Ethical aspects of several topics will be discussed, e.g. ethical aspects when motivating or leading people, ethical aspects of diversity management. Students will learn to identify ethical problems in business cases and will determine appropriate theories/approaches to tackle a specific challenge. Students will reflect and become aware of the positive and negative consequences of their decisions.</p> <p>CG 4: Students will have tools to develop innovative solutions for team scenarios. Finally, students will be aware of the legal, economic and ethical consequences of their decisions.</p> <p>CG 5: Students will apply team charters and regulations to real-life scenarios</p> <p>CG 6: Students will develop netiquette rules and consider the most effective ways of working digitally.</p>
Content / indicative syllabus	<p>The course will give you a chance to explore your leadership style and understand your strengths and weaknesses with psychometric profiling. You will also gain an insight into different cultures, so that you can navigate successfully in global and diverse teams.</p> <p>The learning experience will be practice-oriented so that you have a chance not only to think about, but also test new approaches towards working in teams. By the end of the course, you will have a better understanding of who you are, how you tick and how others tick differently from you.</p>
Teaching and learning methodology	Lectures with discussions, case studies, videos, research, group discussions, self-inventories, simulations.
Miscellaneous	---
Indicative reading list	<ul style="list-style-type: none"> – Buelens, M., Sinding, K., Waldstrøm, C. et al. (2011), <i>Organisational Behaviour</i>. (4th ed.). McGraw-Hill Higher Education. – Chhokar, J. S., Brodbeck, F. C., & House, R. J. (Ed.) (2008), <i>Culture and Leadership Across the World. The GLOBE Book of In-Depth Studies of 25 Societies</i>. Taylor & Francis. – Duarte, D.L., & Snyder, N.T., (2006). <i>Mastering Virtual Teams: Strategies, Tools and Techniques that Succeed</i>. (3rd ed.). Jossey-Bass Inc. – Kotter, J. P. (2010). <i>Leading change</i>. Harvard Business University Press – Lauer, T. (2021). <i>Change management: fundamentals and success factors</i>. Springer – Meyer, E. (2014). <i>The Culture Map. Decoding how People Think, Lead, and Get Things Done Across Cultures</i>. Public Affairs. – Northouse, P. G. (2019). <i>Leadership. Theory & Practice</i>. (8th ed.). Sage. – Robbins, S. P., Campbell, T. & Judge, T. A. (2019). <i>Organizational Behavior</i>. (18th ed., global ed.). Pearson.

	– Yukl, G. (2013). <i>Leadership in Organizations</i> . (8th ed.), Pearson.
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M2.5.D Customer Experience & Customer Relationship Management

Module	M2.5.D
Type of module	Elective / Wahlpflicht
Name of lecturer	Prof. Dr. Yvonne Graf Yvonne.Graf@Reutlingen-University.DE
Language of instruction	English
Credits (ECTS)	5
Total workload	150 hours (60 hours distance learning & face-to-face; 90 hours self-study)
Contact hours	Individual appointments, approx. 4 hours for 4 weeks in distance learning + 1 week of face-to-face learning
Learning outcomes	<ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> ○ Students will be able to understand, define, and implement customer experience management strategies. ○ Students will develop a practical understanding of how to measure and analyze customer experiences to make informed business decisions. • Methodological competencies <ul style="list-style-type: none"> ○ Students will learn to apply theoretical frameworks and research findings to the development of customer experience and CRM strategies. ○ The course will provide students with the tools and techniques necessary to successfully execute CRM, including customer databases. ○ Students will develop a deeper understanding of analyzing marketing campaigns and customer experiences. • Social competencies: <ul style="list-style-type: none"> ○ The course will encourage collaboration and teamwork among students, and develop students' abilities to work effectively in groups. • Personal competencies: <ul style="list-style-type: none"> ○ The course will promote critical thinking skills, including the ability to identify and evaluate customer experience and CRM strategies and their impact on business performance.
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG2: Students will work in international teams with peers from five different countries. This setup will provide them with invaluable experience in decision-making in global contexts, allowing them to develop the skills

	<p>and competencies necessary to navigate the complexities of today's global business environment.</p> <p>CG5: Students will be able to comprehensively understand customers by learning about customer psychology and satisfaction. Through theoretical instructions and practical exercises, they will understand how to identify customer needs and develop targeted CRM and customer experience measures.</p>
Content / indicative syllabus	<ul style="list-style-type: none"> • From experience economy to customer experience management • Measurement of customer experience • The impact of customer experience management on business performance • Design of a customer experience • Customer experience and customer journey: multichannel and omnichannel customer management • Essentials of customer psychology and satisfaction • From one-to-one marketing to CRM: the evolution of the approach • Customer database for CRM • Marketing automation and marketing campaigns • Analytics to measure the effectiveness of marketing campaigns • Customer value, customer relationship constructs and retention strategies
Teaching and learning methodology	<p>A mixture of learning methods is applied:</p> <ul style="list-style-type: none"> • Interactive teaching with discussions • Project work in small groups • Guest lectures • Company visits • Presentations
Miscellaneous	<p>The course is a BIP (Blended Intensive Program by Erasmus+) and allows an international study experience. Universities from 5 different countries participate in the program, with LIUC from Italy as the host. The course is divided into distance and face-to-face classes at LIUC, with company visits included.</p>
Indicative reading list	<p>Heimbach, I., Kostyra, D. S., & Hinz, O. (2015). Marketing automation. <i>Business & Information Systems Engineering</i>, 57, 129-133.</p> <p>Chaffey, D. & Ellis-Chadwick, F. (2019). <i>Digital Marketing. Strategy, Implementation and Practice</i> (7th edition). Pearson.</p>

	<p>Christensen, C., Hall, T., Dillon, K., & Duncan, D. (2016). Know your Customers' "Jobs to be Done". <i>Harvard Business Review</i>, 94(9), 54-62.</p> <p>Cialdini, R. (2001). Harnessing the Science of Persuasion. <i>Harvard Business Review</i>, 10/2001, 72-79.</p> <p>Edelmann, D. C., & Singer, M. (2015). Competing on Customer Journeys. <i>Harvard Business Review</i>, 11/2015, 88-100.</p> <p>Rawson, A., Duncan, E., & Jones, C. (2013). The Truth About Customer Experience. <i>Harvard Business Review</i>, 11/2013, 1-10.</p> <p>Reichheld, F. F. (2003). The One Number You Need to Grow. <i>Harvard Business Review</i>, 81(12), 46-54.</p>
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M2.6 Electives Business Language II (1 out of 5)

Module	M2.6
Semester	2 Semester (two-semester programme)
Duration of module	1 Semester (two-semester programme)
Type of module	Elective
Courses included in the module	M2.6.A Business English II M2.6.B Business French II M2.6.C Business Spanish II M2.6.D Business Chinese II M2.6.E Business German II
Frequency of module	Once per semester
Admission requirements	None
Academic level	Master
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability
Responsible professor / module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de
Credits (ECTS)	2 ECTS
(Module) learning outcomes	Language skills at respective language level (see language for details)
Type of assessment/ prerequisites for awarding credits	Continuous assessments (CA) consisting of: written assignment (40%), oral assignment (40%), active participation and attendance (20%). All continuing assessments are determined at the course level.
Weighting of grade	2/90

M2.6.A Business English II

Module	M2.6.A
Type of module	Elective

Admission requirements	Successful completion of Business English I.
Academic level	Master; course is conducted at C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	Depends on semester: Steven Kerns, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de
Language of instruction	English
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. After the successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will confidently and appropriately use common Business English buzzwords, idioms and phrases. – Students will confidently use negotiation tactics. • Methodological competencies: <ul style="list-style-type: none"> – Students will apply appropriate grammar, punctuation and spelling conventions when writing. – Students will compare/contrast the differences when doing business in the eastern versus western cultures. • Social competencies: <ul style="list-style-type: none"> – Students will apply networking and teambuilding skills within a multicultural context. – Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios. – Students will confidently and professionally discuss ideas. • Personal competencies: <ul style="list-style-type: none"> – Students will confidently use the English language—verbally—for different purposes, including business situations and job interviews. – Students will improve their vocabulary and skills based on their individual competency level.
Content / indicative syllabus	<p>The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).</p> <p>Preparing for the job market</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Compare/contrast different CV styles from different countries/job markets 2. Write a professional cover letter/submission email

	<ol style="list-style-type: none"> 3. Professional/business etiquette for expressing interest in job postings 4. Demonstrate interview skills (telephone, virtual, firing squad, case interviews) 5. S.M.A.R.T goals <p>International/intercultural communication</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Use diplomatic language within different cultural contexts 2. East meets west comparison 3. Professional negotiation tactics & persuasion <p>Open topics depending on need</p> <ol style="list-style-type: none"> 1. Business buzz words and idioms 2. Written communication (grammar, style, etc) 3. Verbal communication 4. Expressing cause & effect
Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, case studies, etc., depending on individual student needs.
Miscellaneous	The Business English courses are tailored to the needs of the IACT and IBD students.
Indicative reading list	<p><u>Reading materials used in class will reflect current topics in business.</u> Sources may include newspapers, journals, news reports, etc. For this reason, this Indicative reading list section only reflects grammar and writing skills books.</p> <ul style="list-style-type: none"> • COBUILD English Grammar. The source of authentic English (2017). Harper Collins. ISBN-13 978-0008135812 • Business English: The Writing Skills You Need for Today's Workplace (2016). By Andrea B. Geffner, Barron's Publishers ISBN 1438006969, 9781438006963 • How to Write Effective Business English: Your guide to excellent professional communication (2012). By Fiona Talbot, Kogan Ltd. Publishers. ISBN 978 0 7494 9729 3

M2.6.B Business French II

Module	M2.6.B
Type of module	Elective
Admission requirements	Successful completion of Business French I.
Academic level	For French, courses are offered at the B1 to C1 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability
Name of lecturer(s) For contact details, see ESB website.	Depends on course level: For Business French: Anne-Marie Labbé, Veronique Förstel, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101

	Yoany.Beldarrain@reutlingen-university.de Prof. Dr. Niamh O'Mahony Building 17, office 113, Tel.: 07121 271 3028 Niamh.Omahony@reutlingen-university.de
Language of instruction	French
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. – Students will demonstrate best practices for business communication skills in the target language. – On all levels, students will improve their communication skills according to their individual capabilities. – Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. – Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). • Methodological competencies: <ul style="list-style-type: none"> – Students will analyze and discuss different topics related to business communication. • Social competencies: <ul style="list-style-type: none"> – Students will interact in the target language for various purposes and with different types of audiences. – Students will improve their intercultural awareness and intercultural communication competencies. • Personal competencies: <ul style="list-style-type: none"> – Students will improve self-confidence using the target language for different purposes, including business situations. – Students will become familiar with France as well as the ways of life and business life in French-speaking countries. – Students will become aware of current economic developments and problems in French-speaking countries.
Content / indicative syllabus	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).

Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
Miscellaneous	The Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
Indicative reading list	<p>Reading materials used in class will reflect current topics in business, in the target language. Sources may include newspapers, journals, news reports, etc.</p> <p>For Business French:</p> <ul style="list-style-type: none"> – To be announced in class (depends on the course level).

M2.6.C Business Spanish II

Module	M2.6.C
Type of module	Elective
Admission requirements	Successful completion of previous language level in Semester 1.
Academic level	For Spanish, courses are offered at the A1 to C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability
Name of lecturer(s) For contact details, see ESB website.	<p>Depends on course level: For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis Figueroa, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de</p>
Language of instruction	Spanish
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. – Students will demonstrate best practices for business communication skills in the target language. – On all levels, students will improve their communication skills according to their individual capabilities.

	<ul style="list-style-type: none"> – Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. – Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). <ul style="list-style-type: none"> • Methodological competencies: <ul style="list-style-type: none"> – Students will analyze and discuss different topics related to business communication. • Social competencies: <ul style="list-style-type: none"> – Students will interact in the target language for various purposes and with different types of audiences. – Students will improve their intercultural awareness and intercultural communication competencies. • Personal competencies: <ul style="list-style-type: none"> – Students will improve self-confidence using the target language for different purposes, including business situations. – Students will become familiar with Spain and Latin-American countries as well as the ways of life and business life in Spanish-speaking countries. – Students will become aware of current economic developments and problems in Spanish-speaking countries.
Content / indicative syllabus	The content of each course level is in accordance with the Common European Framework Reference for Languages (CEFR).
Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles, etc., depending on individual student needs.
Miscellaneous	The Business Spanish courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions.
Indicative reading list	<p><u>Reading materials used in class will reflect current topics in business, in the target language. Sources may include newspapers, journals, news reports, etc. The textbooks/workbooks listed below will be used in conjunction with these additional materials.</u></p> <p>For Business Spanish:</p> <ul style="list-style-type: none"> • Meta Professional A1-A2 Spanisch für den Beruf (2018)/Klett • Meta Professional B1 Spanisch für den Beruf (2018)/ Klett • Further Indicative reading list will be announced, especially for higher levels.

M2.6.D Business Chinese II

Module	M2.6.D
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Type of module	Elective
Admission Requirements	Successful completion of previous language level in Semester 1.
Academic level	For Chinese, courses are offered at the A1 to B1 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	Depends on course level: For Business Chinese: Xiaohui Xu, Ying Feng, otherwise contact: Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de Prof. Dr. Niamh O'Mahony Building 17, office 113, Tel.: 07121 271 3028 Niamh.Omahony@reutlingen-university.de
Language of instruction	Chinese
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	<p>Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <ul style="list-style-type: none"> • Professional competencies: <ul style="list-style-type: none"> – Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. – Students will demonstrate best practices for business communication skills in the target language. – On all levels, students will improve their communication skills according to their individual capabilities. – Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. – Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). • Methodological competencies: <ul style="list-style-type: none"> – Students will analyze and discuss different topics related to business communication. • Social competencies: <ul style="list-style-type: none"> – Students will interact in the target language for various purposes and with different types of audiences. – Students will improve their intercultural awareness and intercultural communication competencies.

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

M2.6.E Business German II

Module	M2.6.E
Type of module	Elective
Admission requirements	Successful completion of Business English I.
Academic level	For German, courses are offered at the A1 to C1.2 level.
Transferability of module	Eligibility for other programmes with consent of teachers and according to availability of seats
Name of lecturer(s) For contact details, see ESB website.	<p>Depends on course level:</p> <p>For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Cwejn, Martin Böhler,</p> <p>otherwise contact:</p> <p>Prof. Yoany Beldarrain (Ph.D) Building 5, office 114, Tel.: 07121 271 3101 Yoany.Beldarrain@reutlingen-university.de</p>
Language of instruction	German
Credits (ECTS)	2 ECTS
Total workload	60 h (30 h attendance, 30 h self-study)
Weekly SWS or total contact hours	2 hours per week (SWS)
Learning outcomes	Over the course of two semesters, students complete two consecutive levels of one language. Students must demonstrate the prerequisite skills in

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

M3.A International Business Studies

Module	M3.A
Semester	3 Semester
Duration of module	1 Semester
Type of module	Compulsory M3.A or M3.B for those lacking foreign experience and according to study and examination regulations.
How frequently is the module offered	Once per semester
Admission requirements	<p>Successful completion of all coursework in the IBD programme</p> <p>Dependent on international partner university</p> <p>Application for admission to the semester abroad in Reutlingen and at the partner university</p> <p>Reutlingen: Preparation and coordination of the course selection in the learning agreement. The Learning Agreement must be in accordance with the overall objectives of the degree programme and must be approved by the person responsible for the module before the semester abroad begins.</p> <p>If course changes are necessary on site, this must be advertised within one week after the start of the study programme. The student sends the final course selection with the signature of the supervisor of the partner university to the person responsible for the module with the request for approval (the student is responsible for providing proof).</p> <p>Subject-specific courses at master's level that complement the course of the degree programme (max. 30 ECTS) and language courses (up to max. 12 ECTS of the 30 ECTS) are recognised, with the exception of English language courses, from partner universities of HS/ESB Reutlingen or from recognised colleges or universities of comparable quality to ESB Business School.</p> <p>For recognition, the corresponding transcript of records with the signed learning agreement is sent promptly to the module supervisor for recognition both by post and electronically.</p>
Level	Master
Module coordinator / responsible professor	<p>The student is responsible for meeting all requirements of the partner university, as well as of all stakeholders' requirements at Reutlingen University, esp. the IACT programme.</p> <p>Professor and programme coordinator advise about studies at respective partner universities</p> <p>Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 Carmen.Finckh@reutlingen-university.de</p>
Language of instruction	Usually English, but dependent on partner university
Credits (ECTS)	30 ECTS
Total workload and breakdown	900 h (subdivision subjective to partner university arrangements)
Contact hours	Subject to partner university

Examination/ type of assessment	Subject to partner university
Weighting of grade within programme	30/120
Learning outcomes of the course	<ul style="list-style-type: none"> • Professional competencies: expand subject knowledge, or learn new subjects not taught within the IACT programme, esp. with respect to accounting, controlling, and taxation • Methodological competencies: gain foreign experience • Social competencies: learn to cope in an alien environment, better-communication skills, establish and expand foreign relationships, increase intercultural understanding • Personal competencies: expand personal horizons, leave comfort zone and gain confidence/ strong personality
Course-specific contributions to AoL learning objectives	CG 2: depending on the partner university / courses chosen CG 6: depending on the partner university / courses chosen
Content/ indicative syllabus	Dependent on partner university
Teaching and learning methods	Dependent on partner university
Miscellaneous	Dependent on partner university
Indicative reading list	Dependent on partner university

M3.B International Internship

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

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

M3.C (International) Internship (Voluntary)

Module	M3.C
Semester	3 Semester
Duration of module	1 Semester (at least 22 weeks)

Type of module	Voluntary, supplementary foreign experience in accordance with respective study and examination regulations
How frequently is the module offered	Once per semester
Admission requirements	Successful completion of all coursework in the IACT programme; dependent on acceptance of international internship agreement
Level	Master
Module coordinator / responsible professor	Student is responsible for meeting all all stakeholders' requirements at Reutlingen University, esp. the IACT programme, as well as meeting international internship requirements. Professor or programme coordinator advises about internship requirements. Prof. Dr. Carmen A. Finckh Tel.: 0175-2060333 Carmen.Finckh@reutlingen-university.de
Language of instruction	Usually English but dependent on international internship company
Credits (ECTS)	30 ECTS
Total workload and breakdown	900 h (subdivision subjective to international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IACT programme) 22 weeks in company
Contact hours	2 hours per week (SWS)
Examination/ type of assessment	Internship Report (28 out of 30 ECTS): 4000 words, in German or English, submission of print and electronic copy of the report Internship Colloquium (2 out of 30 ECTS): Dates, duration, examiners will be communicated at the beginning of each semester.
Weighting of grade within programme	Pass, no pass / ungraded
Learning outcomes of the course	<ul style="list-style-type: none"> • Professional competencies: application of the acquired specialist knowledge in an international company, if possible with deployment abroad and/or dealing with international issues • Methodological competencies (interdisciplinary competencies, professional competencies): application of intercultural competence; reflection theory and practice • Social competencies: developing communication skills in the international environment; building and expanding international relationships • Personal competencies: expanding personal horizons and leaving one's comfort zone
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 2: Students work in international oriented companies where they have to cope with mixed teams, with their supervisors and different clients. CG 6: dependent on the working tasks
Content/ indicative syllabus	Dependent on international internship company, as well as all stakeholders' requirements at Reutlingen University, esp. the IACT programme

Teaching and learning methodology	Practical semester/work in the company
Indicative reading list	The student must review the relevant specialist literature on the subject area of the internship and reflect accordingly (theory-based internship).

M4 Master Thesis

Module	M4
Semester	3 or 4 Semester
Duration of module	1 Semester
Type of course	Compulsory
How frequently is the module offered	Once per semester
Admission requirements	Successful completion of all IACT programme coursework
Level	Master
Responsible professor /module coordinator	Various professors and company lecturers Prof. Dr. Dominic Wader Building 17, office 116, Tel.: 07121 271 3065 dominic.wader@reutlingen-university.de
Name(s) of lecturer(s)	Various professors as first advisors and company representatives as second advisors
Language of instruction	German or English
Credits (ECTS)	25 ECTS
Total workload and breakdown	750 h (self-study)
Contact hours	Individual advisory hours
Examination/ type of assessment	Final thesis
Weighting of grade within programme	25/90
Learning outcomes of the module	Supporting final competency goals and objectives specified in the programme qualification section
Course-specific contributions to AoL competency goals (CG 1 - 6)	CG 4: With their master's thesis, students demonstrate how they can apply their knowledge from the programme to real-world opportunities and problems; arriving at viable solutions to issues of one specific company or some empirical challenge that can be analysed accordingly.
Content / indicative syllabus	See 'Thesis Guidelines for Masters' Programmes'