



# Preliminary List of Courses for Exchange Students

## BSc International Business



Winter Semester 2022/23

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

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## How to register for courses

Deadline	What	Who
17.07.2022	Course selection (please use the selection form given)	Mareike Reinfandt <a href="mailto:ib.incomings@reutlingen-university.de">ib.incomings@reutlingen-university.de</a>
September	Course counselling	Mareike Reinfandt Building 5, 1 <sup>st</sup> floor, room 5-124
23.09.2022	Final course selection → Please confirm your course selection → After this date no add/drop of courses due to team assignments	Mareike Reinfandt <a href="mailto:ib.incomings@reutlingen-university.de">ib.incomings@reutlingen-university.de</a>



## Business courses held in English

Course Title	Contact hours / week	ECTS Credits	Semester level	Offered winter/summer semester	Type of assessment	Graded/ungraded
<b>M1.1 Financial Accounting</b>	2	3	1 <sup>st</sup> sem.	Both winter/summer	Written exam	Graded
<b>M1.2 Management and Cost Accounting</b>	2	3	1 <sup>st</sup> sem.	Both winter/summer	Written exam	Graded
<b>M2 Principles of Marketing</b>	4	6	1 <sup>st</sup> sem.	Both winter/summer	Written exam	Graded
<b>M3 Business Mathematics</b>	4	6	1 <sup>st</sup> sem.	Both winter/summer	Written exam	Graded
<b>M4 Business Law</b>	4	5	1 <sup>st</sup> sem.	Both winter/summer	Written exam	Graded
<b>M5.1 Business Communication Essentials</b>	2	2	1 <sup>st</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M5.2 Intercultural Management</b>	2*	2	1 <sup>st</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M7.1 Digital Systems 1</b>	2*	3	2 <sup>nd</sup> sem.	Both winter/summer	Continuous assessment & project work	Graded
<b>M7.2 Digital Systems 2</b>	2	3	2 <sup>nd</sup> sem.	Both winter/summer	Continuous assessment & project work	Graded
<b>M8 Business Statistics</b>	4	6	2 <sup>nd</sup> sem.	Both winter/summer	Written exam	Graded
<b>M9 Microeconomics</b>	4	6	2 <sup>nd</sup> sem.	Both winter/summer	Written exam & continuous assessment	Graded
<b>M10 Principles of HRM</b>	4	6	2 <sup>nd</sup> sem.	Both winter/summer	Written exam	Graded
<b>M11 Business Communication 2</b>	2	2	2 <sup>nd</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M13 Macroeconomics</b>	4	6	3 <sup>rd</sup> sem.	Both winter/summer	Written exam	Graded
<b>M14 Principles of Corporate Finance</b>	4	6	3 <sup>rd</sup> sem.	Both winter/summer	Written exam	Graded

<b>M15 Management Accounting and Control</b>	2	4	3 <sup>rd</sup> sem.	Both winter/summer	Written exam	Graded
<b>M16.1 Strategic Management Essentials</b>	2	3	3 <sup>rd</sup> sem.	Both winter/summer	Written exam & Project Work	Graded
<b>M16.2 Project Management</b>	2	3	3 <sup>rd</sup> sem.	Both winter/summer	Written exam & Project Work	Graded
<b>M17.1 International Business Communication</b>	2	3	3 <sup>rd</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M17.2 Intercultural Negotiations</b>	2*	2	3 <sup>rd</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M21 Business Ethics</b>	2	3	6 <sup>th</sup> sem.	Both winter/summer	Written exam	Graded
<b>M23 Business Research Methods</b>	3	5	6 <sup>th</sup> sem.	Both winter/summer	Written essay	Ungraded**
<b>M31.a International Seminar on Marketing &amp; Strategy</b> Managing Business Markets	2*	3	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>M31 b International Seminar on Finance &amp; Accounting:</b> International Financial Risk Management	2*	3	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded

\*This course is held as a block seminar during the "block seminar week" from April 25<sup>th</sup> to April 29<sup>th</sup>

\*\* Please check with your home university if they accept ungraded courses

Course Title	Contact hours / week	ECTS Credits	Semester level	Offered winter/summer semester	Type of assessment	Graded/ungraded
<b>Electives</b> Please note: the number of places in the electives is limited and the access is dependent on course specific requirements/prerequisites						
<b>A. Sales Management</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>B. Business to Business Marketing</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	tba	Graded
<b>C. Marketing Communication</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>E. International Financial Reporting</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded

<b>G. International Corporate Transactions</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Written exam & continuous assessment	Graded
<b>H. Advanced Quantitative Finance</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Written exam & continuous assessment	Graded
<b>I. Strategic Management in the Digital Age</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>J. Business Simulation</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>K. Advanced HRM</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>L. Managing a Global Workforce</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>M. Corporate Social Responsibility</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>N. Organizational Behaviour</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>Q. Data Analysis</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>R. Social Entrepreneurship</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>S. Digital Entrepreneurship</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Project work	Graded
<b>T. New Product Development (online)</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	Continuous assessment	Graded
<b>U. Futures Thinking</b>	4	5	6 <sup>th</sup> sem.	Both winter/summer	tba	Graded

In the following you'll find a selection of **business and language courses held in German/English** that are specifically suitable for exchange students and offered by Reutlingen International Office (RIO). For students who want to attend more or other business courses in German we might organize courses in other study programmes of ESB Business School.

All courses organized by the Reutlingen International Office (RIO) are available at: <https://www.reutlingen-university.de/en/international/german-as-a-foreign-language/>





## Business & culture courses

Course Title	Contact hours / week	ECTS Credits	Offered winter/summer semester	Type of assessment	Graded/ungraded
<b>Wirtschaft auf Deutsch</b> <i>Business in German</i>	4 + Excursions	6	Both winter/summer	Written exam	Graded
<b>Germany within Europe – Past and Present</b>	4	4	Both winter/summer	Written exam	Graded
<b>International Business with Case Studies in Industry</b>	4	4	Winter semester only	Oral exam, individual presentation	Graded
<b>Principles of European Business Law</b>	4	4	Winter semester only	Written exam	Graded
<b>Lean Management</b>	4	4	Winter semester only	Written exam	Graded

## German language courses

Course Title	Contact hours / week	ECTS Credits	Offered winter/summer semester	Type of assessment	Graded/ungraded
<b>Deutsch A1 – C1</b> <i>German language courses</i> <i>(offered on different levels A1 - C1)</i>	4	4	Both winter/summer	Written exam	Graded
<b>Besser Deutsch sprechen</b> <i>Course focussing on conversation &amp; pronunciation</i> <i>(offered on levels A2/B1 &amp; B2/C1)</i>	2	2	Both winter/summer	Continuous assessment & individual presentation	Graded
<b>Grammatik aktiv</b> <i>Course focussing on grammar</i> <i>(offered on levels A2/B1 &amp; B2/C1)</i>	2	2	Both winter/summer	Written exam	Graded

## Modules and Courses

*Please note: due to Covid-19 regulations, deviations from listed teaching, examination and assessment formats are possible.*

<b>M1.1 Financial Accounting</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 1 <sup>st</sup> semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Michel Charifzadeh E-Mail: <a href="mailto:michel.charifzadeh@reutlingen-university.de">michel.charifzadeh@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>The aim of this course is to introduce and train students in the broad application of financial accounting theory and practice from an international perspective. Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will understand accounting terminology and will be able to record business transactions, applying the double entry bookkeeping technique.</li> <li>• Participants will be able to prepare simple financial statements (income statement, statement of changes in equity, balance sheet, statement of cash flows.</li> <li>• Participants will be comfortable with reading and interpreting basic financial statements.</li> <li>• They will be confident with the relevant elements of financial accounting including assets, liabilities, equity, revenues and expenses.</li> </ul>



	<ul style="list-style-type: none"> <li>Students will be able to use valuation principles for assets and liabilities and calculate applicable book values. Where applicable, students will apply accounting rules according to international financial reporting standards (IFRS).</li> <li>Participants will understand the role of accounting in the financial decision making process and will be prepared for all subsequent courses in accounting and financial management.</li> </ul> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>Students will develop mechanisms of problem solving to real life business cases.</li> <li>Through a principles-based accounting approach, students will acquire the ability to apply general concepts to specific situations.</li> <li>Students will be able to prepare financial statements and have an understanding of the information given in financial statements.</li> <li>They will have basic knowledge to interpret financial statements and compare financial statements of different companies.</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>Through the interactive nature of the course, participating students will refine their oral and written communication skills and become comfortable with communicating in a business context.</li> </ul> <p><b>Personal competencies:</b></p> <p>Most students will experience this course as an entirely new field. Thereby they will acquire the general readiness to learn a completely new 'language' their way up from the bottom.</p>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>Introduction to accounting</li> <li>Accounting concepts and principles</li> <li>The accounting equation</li> <li>The financial statements (Balance Sheet, Income Statement, Statement of Changes in Equity, Statement of Cash Flows)</li> <li>Recording business transactions using double entry bookkeeping</li> <li>Recording in a journal</li> <li>Accrual accounting vs. cash-basis accounting</li> <li>The accounting cycle</li> <li>Accounting for merchandising operations</li> <li>Current assets, accounting for inventory</li> <li>Non-current assets and intangibles</li> <li>Provisions, liabilities</li> <li>Short-term investment and receivables</li> <li>Shareholders' equity</li> </ul>
<b>Assessment</b>	Graded: Written exam

M1.2 Management and Cost Accounting	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 <sup>st</sup> semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	90
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Andreas Taschner E-Mail: <a href="mailto:andreas.taschner@reutlingen-university.de">andreas.taschner@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Participants will have developed an understanding and insight into management accounting in general and especially the cost accounting framework and its basic instruments.</li> <li>• Students will be able to distinguish the corporate functions of management accounting from financial accounting and corporate finance.</li> <li>• They will be more familiar with the relevant cost terminology, the cost behavior patterns and develop an in-depth understanding of the cost aspects of running a business.</li> <li>• Students will develop an in-depth understanding of different methods and techniques of cost allocation applied in practice.</li> <li>• They will be able to independently apply, discuss, and challenge these methods.</li> </ul>

	<ul style="list-style-type: none"> <li>• They will learn how to use cost-volume-profit analysis independently to assist in cost planning and how to identify relevant information for decision making in current real-world business environments.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will acquire analytical skills for business decision making.</li> <li>• Participants will be familiar with the relevant underlying theories and consequently develop related problem-solving skills that are also applicable to general decision making.</li> <li>• They will be able to critically discuss concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations.</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• Through the interactive nature of the course, students will refine their oral and written communication skills and become comfortable with communicating in both finance and accounting related context.</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>• Students will have gained an understanding of concepts and instruments required by managerial staff with a focus on how they are applied. They will be prepared for subsequent semester courses in accounting and financial management, as well as in their careers.</li> </ul>
Contents:	<ol style="list-style-type: none"> <li>1. Introduction and management accountant's role, differences between management accounting, financial accounting, and financial management, trends in management accounting</li> <li>2. Cost behavior and cost terms: Variable costs vs. fixed costs, cost functions, direct costs vs. indirect costs, total costs vs. unit costs, capitalized costs vs. period costs</li> <li>3. Cost functions, cost estimation techniques</li> <li>4. Cost allocation, general cost allocation methods, specific cost allocation methods, variable and direct costing</li> <li>5. The basic cost accounting system (Allocation according to cost types, according to cost centers, according to cost objects)</li> <li>6. Cost-volume-profit-relationship analysis, estimating linear cost functions, break-even analysis, target operating profit analysis, operating leverage</li> <li>7. Relevant information for decision making, e.g. one-time-only special orders, customer profitability analysis, make-or-buy decisions, product-mix decisions, equipment replacement</li> </ol>
Assessment	Graded: Written exam

M2 Principles of Marketing	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 <sup>st</sup> semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	180
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Oliver Goetz E-Mail: <a href="mailto:oliver.goetz@reutlingen-university.de">oliver.goetz@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>critically discuss the relevance and success factors of marketing programs</li> <li>recapitulate and apply insights to develop own marketing programs</li> <li>understand major methods and approaches to develop products, services, and brands that are specific to customer needs</li> <li>learn to define prices, communicate benefits, and distribute products</li> <li>understand the importance of customer relationship management.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>develop a product, pricing, distribution, and advertising strategy</li> <li>transfer and apply theoretical marketing knowledge to business cases</li> <li>develop presentation skills, familiarize with basic research methodology.</li> </ul>

	<b>Social competences:</b> <ul style="list-style-type: none"> <li>• refine their oral communication skills</li> <li>• improve their ability to work in teams in order to solve a given complex marketing situation</li> <li>• give and receive feedback in a structured manner.</li> </ul> <b>Personal competences:</b> <p>develop the ability to think and act proactively as well as customer/marketing oriented.</p>
Contents:	1. Fundamentals 2. Branding 3. Product 4. Price 5. Promotion / Communication 6. Distribution and Sales
Assessment	Graded: Written exam

M3 Business Mathematics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 <sup>st</sup> semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	180
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Marlene Ferencz E-Mail: <a href="mailto:marlene.ferencz@reutlingen-university.de">marlene.ferencz@reutlingen-university.de</a>

<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	Generally: basic school maths required to pass the admission test
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>demonstrate an understanding of key concepts and fundamental mathematical techniques used in modern economics: to differentiate functions in one and several variables</li> <li>the ability to solve economic optimization problems and basic the skills of matrix manipulation and mathematics of finance</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>Provide appropriate mathematical representations of economic problems</li> <li>Demonstrate an ability to apply and explain the use of mathematical techniques to solve problems in macroeconomics and microeconomics</li> </ul> <p><b>Social competences:</b> n/a.</p> <p><b>Personal competences:</b> n/a.</p>
<b>Contents:</b>	Basic skills, mathematics of finance, differentiation, and its economic applications, partial differentiation, constrained and unconstrained optimization problems using Lagrange method, integration, matrices, systems of linear equations, input-output algebra, linear programming.
<b>Assessment</b>	Graded: Written exam

<b>M4 Business Law</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 1 <sup>st</sup> semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Lecture

Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bernd Banke E-Mail: <a href="mailto:bernd.banke@reutlingen-university.de">bernd.banke@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• identify legal problems</li> <li>• acquire a basic knowledge of legal institutions and methods</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• analyze topics of an area of business they are not familiar with – and law is such an area</li> <li>• summarize their results of research for a layman</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• be open for the proposals of potential contract partners and react on them appropriately</li> <li>• improve interdisciplinary team working skills</li> </ul> <p><b>Personal competences:</b> n/a.</p>
Contents:	<p>The lecture Business Law gives an overview of international mercantile and business law. Conflict of laws, international civil procedure, CISG and INCOTERMS. The lectures are combined with case studies reviewing legal perspectives of international business activities.</p> <ul style="list-style-type: none"> <li>• Part 1: Introduction to legal systems in a business environment <ul style="list-style-type: none"> <li>– Structure of German Civil Code as an example for a civil law system: A comparative view.</li> </ul> </li> <li>• Part 2: Case Studies: Conflict Solving in Civil Law Systems <ul style="list-style-type: none"> <li>– Principles of German Civil Code and their Application on everyday-life cases</li> </ul> </li> <li>• Part 3: European Conflict of Laws <ul style="list-style-type: none"> <li>– ROME I and ROME II Regulations</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Part 4: European Civil Procedure <ul style="list-style-type: none"> <li>– European Rules governing Civil Procedure in Cross Border Transactions</li> </ul> </li> <li>• Part 5: CISG <ul style="list-style-type: none"> <li>– CISG as source of international unified law</li> <li>– Content of CISG</li> <li>– Legal traditions behind the CISG</li> </ul> </li> </ul>
Assessment	Graded: Written exam

M5.1 Business Communication Essentials	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 <sup>st</sup> semester
ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	360
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Alexander Wade
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students will demonstrate effective presentation skills and techniques.</li> <li>• Students will use technology tools to create and conduct highly effective presentations</li> </ul>

	<ul style="list-style-type: none"> <li>• Students will demonstrate effective verbal and written English language skills to communicate with an audience in different business scenarios</li> <li>• Students will understand the role of internal/external communication in employer branding</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will identify and discuss using different presentation styles in real-world scenarios</li> <li>• Students will propose solutions to common problems associated with presenting to a business audience</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• Students will demonstrate techniques that help presenters connect with an audience</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>• Students will improve self-confidence using the English language for conducting business presentations</li> <li>• Students will improve their public speaking confidence</li> <li>• Students will understand and acknowledge how effective presentation skills are an essential part of today's business world</li> </ul>
<b>Contents:</b>	<p>The topics covered will be of recent/current interest in a global context. The course Business Communication Essentials will include:</p> <ul style="list-style-type: none"> <li>• relevant language, etiquette and protocols used in presentations and meetings in different cultural contexts, as well as conducting general business activities.</li> <li>• writing skills such as complaint/rejection/or recommendation emails</li> <li>• employer branding as it pertains to internal and external business communication</li> <li>• the enrichment of business vocabulary and business grammar</li> <li>• Key elements of verbal and written communication will be emphasized such as: defining the goals and the topic, preparing and structuring the content, adjusting to the audience, developing powerful arguments, chairing the discussion, etc.</li> </ul>
<b>Assessment</b>	Graded: Continuous Assessment & Project Work

<b>M5.2 Intercultural Management</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 1 <sup>st</sup> semester

ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	2 (block seminar) / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester during the block week in April/November
Course Coordinator/Instructor	Roy Mouawad E-Mail: roy.mouawad@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>ability to recognize and explain culturally related behaviour and business phenomena; competence to evaluate and make recommendation on culture-oriented management decisions</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>ability to apply the 'critical incident technique' (as a research methodology used for qualitative research in social sciences); problem-solving skills (how to use theoretical intercultural concepts to solve problems in international business cases)</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>advanced presentation and intercultural team working skills (cf. group discussions and group presentations); ability to perceive a multi-cultural scene as an opportunity rather than a threat or liability</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>awareness of the own cultural profile, the individual strength and weaknesses in intercultural business situations and in an intercultural learning environment</li> </ul>

<b>Contents:</b>	<p><b>1. Basics of Intercultural Management</b></p> <ul style="list-style-type: none"> <li>- Definitions of culture</li> <li>- Different levels of culture (e.g. national, regional, corporate)</li> <li>- Effects of cultural differences in intercultural cooperations</li> <li>- Strategies for intercultural interaction (adaptation/reconciliation)</li> </ul> <p><b>2. A framework for understanding human values and behaviours</b></p> <ul style="list-style-type: none"> <li>- Needs, values, and motives</li> <li>- Ethics and culture</li> <li>- Leadership and culture</li> <li>- Emotional intelligence</li> <li>- Intercultural competence / cultural intelligence</li> <li>- The developmental model of intercultural sensitivity</li> </ul> <p><b>3. Understanding national cultures</b></p> <ul style="list-style-type: none"> <li>- Determinants of culture</li> <li>- The model of cultural dimensions: Hofstede</li> <li>- Cultural style: Trompenaars</li> <li>- Social dimensions: GLOBE study</li> </ul> <p><b>4. Business cases and lessons learned:</b></p> <ul style="list-style-type: none"> <li>- The importance of intercultural issues in different settings</li> <li>- Examples of success stories (M&amp;As, joint ventures, projects)</li> <li>- Examples of failures (M&amp;As, joint ventures, projects)</li> </ul> <p>Lessons learned and strategies</p>
<b>Assessment</b>	Graded: Continuous Assessment & Project Work

<b>M7.1 Digital Systems 1</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 2 <sup>nd</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 (block seminar) / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester during the block week in April/November

<b>Course Coordinator/Instructor</b>	Prof. Dr. Martin Mocker E-mail: <a href="mailto:martin.mocker@reutlingen-university.de">martin.mocker@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>to solve business problems with the help of information technology (IT)-based tools, especially by programming web-based applications; to be able to more effectively communicate with IT people</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>to formulate, analyze and solve business problems with algorithms and to implement them in a programming language</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>improve the ability to work individually and in teams under time pressure</li> </ul> <p><b>Personal competences:</b> by mastering the skills addressed in this course, students should be more productive in addressing these problems by using the appropriate IT-based tools</p>
<b>Contents:</b>	Introduction to problem analysis and formulating algorithms; implementing algorithms in a programming language, using variables, data-types, functions, control structures like conditional tests and loops.
<b>Assessment</b>	Graded: Continuous Assessment & Project Work

<b>M7.2 Digital Systems 2</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 2 <sup>nd</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30

Total hours of study	90
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Martin Mocker E-mail: <a href="mailto:martin.mocker@reutlingen-university.de">martin.mocker@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>to further enhance students' IT literacy skills and to provide and broaden the understanding of IT-related concepts and trends, and to evaluate and work with those concepts in a business context</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>students will be familiar with the management of IT as a business resource by managing applications, information, IT infrastructure and important tasks of the IT function</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>to further improve their ability to work on problem solving and under time pressure; to arrive at a managerial decision in situations of ambiguity and defend it in a discussion with others</li> </ul> <p><b>Personal competences:</b></p> <p>to prepare students for the requirements during their studies and in their later business careers in these fields</p>
Contents:	<ul style="list-style-type: none"> <li>Digit(al)-ization: using digital technologies to improve business processes, products, and business models</li> <li>Managing applications (application development, major application types: ERP, CRM, SCM, etc.)</li> <li>IT infrastructure management</li> <li>Managing the IT function: outsourcing, IT governance, the role of the CIO</li> <li>Current digital technology trends (e.g., machine learning, cloud computing, blockchain, big data analytics, internet of things, etc.)</li> </ul>
Assessment	Graded: Continuous Assessment & Project Work

M8 Business Statistics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 <sup>nd</sup> Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	180
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Marlene Ferencz E-mail: <a href="mailto:marlene.ferencz@reutlingen-university.de">marlene.ferencz@reutlingen-university.de</a>
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>to introduce the students to many of the statistical and quantitative concepts and procedures in business applications and to improve their ability to make better decisions utilizing statistical methods on a wide variety of topics such as interpreting numerical and graphical summaries of data, solving a range of problems involving probability, understanding the basic concepts of statistical inference, computing and interpreting the results in hypothesis testing, fitting and interpreting regression models.</li> <li>to understand a common statistical presentation.</li> </ul> <p><b>Methodological competences:</b></p> <p>to introduce the students to statistical methods, concepts and analysis to support decision making and to understand the role of Excel in statistical calculations.</p>



<b>Contents:</b>	Descriptive statistics, probability and probability distributions, sampling and sampling distributions, statistical inference and hypothesis testing for single populations, statistical inference and hypothesis testing for two populations, simple regression analysis and correlation, tests of goodness of fit and independence.
<b>Assessment</b>	Graded: Written Exam

<b>M9 Microeconomics</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 1 <sup>st</sup> Semester
<b>ECTS Credits</b>	6 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	180
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Anna Goeddeke Email: <a href="mailto:anna.goeddeke@reutlingen-university.de">anna.goeddeke@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	n/a
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competence:</b></p> <ul style="list-style-type: none"> <li>familiarizing students with current internationally accepted microeconomic concepts and its problem-oriented application</li> <li>enabling students to comprehend and analyse market economy systems and to understand and assess the de facto opportunities and limits of market economy systems</li> </ul>

	<ul style="list-style-type: none"> <li>strengthening the ability to apply classical microeconomic theories as well as behavioural economic theories when appropriate</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>ability to think in a structured manner about complex problems</li> <li>deepening mathematical skills; ability to apply theoretic models to real-world problems, strengthening the ability to challenge theoretic concepts and their applicability to real life situation</li> <li>developing competences to assimilate new knowledge alone or in a group with the support of text books</li> <li>be able to support firms' decisions on strategic variables in different real live competitive situations</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>different intellectual skills needed in this class, such as mathematical, analytical, synthesising and problem-solving skills</li> <li>students will have to work in teams and thereby benefitting from the different skills of the different team members.</li> <li>therefore, students' social competence cooperating with each other, managing conflicts and giving and receiving feedback will be strengthened</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>the class will support the first semester students to find their personal learning style providing a variety of learning environments</li> <li>participants will study under the guidance of the lecturer in class as well as studying in smaller groups or individually outside of the class. The continuous assessment will enhance their awareness about the currently on-going process of learning and problem-solving.</li> <li>students will learn to manage themselves to handle a considerable amount of unfamiliar knowledge within a limited timeframe. Thereby, the class supports a realistic and positive self-confidence of the students together with the student's ability in managing personal expectations.</li> <li>students are furthermore encouraged in their ambitiousness to build the ability to solve applied economic problems.</li> </ul>
<b>Contents:</b>	<p>1. How do markets work?</p> <p>1.1 Classical theory: Analysis of supply and demand; principle of price formation; elasticity of supply and demand; theory of households and enterprises in the economy.</p> <p>1.2 Behavioural theory of consumer decision, introduction to cognitive biases</p> <p>2. Which types of markets do exist?</p> <p>Introduction to different types of markets such as perfect competition, (natural) monopolies, and oligopolies</p> <p>3. Why do some markets fail?</p>

	Introduction to the theories of market failure, such as exclusion and rivalry, too big to fail, and asymmetric information
<b>Assessment</b>	Graded: Written Exam and Continuous Assessment

<b>M10 Principles of Human Resource Management</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 2 <sup>nd</sup> Semester
<b>ECTS Credits</b>	6 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	180
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Hermann Lassleben Email: <a href="mailto:hermann.lassleben@reutlingen-university.de">hermann.lassleben@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	n/a
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>Upon completion of this module students will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• overview of HRM</li> <li>• acquaintance with theoretical foundations, concepts and approaches; ability to deal with HR related responsibilities in managerial jobs</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• problem-solve HR and international management issues</li> </ul>

	<ul style="list-style-type: none"> <li>• critically assess HRM and international management concepts and their limitations</li> <li>• contribute to organizational effectiveness by appropriate HR solutions and intercultural management strategies</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• advanced presentation and team working skills</li> <li>• competence to interact successfully in an intercultural business environment</li> <li>• understand dynamics in social systems such as organizations, or teams</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>• awareness of own personality and its relation to job requirements</li> </ul>
<b>Contents:</b>	<p><b>1. Introduction to HRM</b> HRM Theories and Concepts, HRM Processes, HRM Roles, HRM Value Chain, HRM Competences, HRM and Organizational Performance</p> <p><b>2. HR Planning</b> Job Analysis, Job Description, Job Specification, Job Architecture, Forecasting Demand, Forecasting Supply, Workforce Planning, Succession Planning</p> <p><b>3. Recruitment</b> Staffing Process, Internal/External Hiring, External Recruiting Sources, Social Media Recruitment, Active Sourcing, Employer Brand &amp; Branding</p> <p><b>4. Selection</b> Selection Process, Selection Instruments, Competency Profiling, Interviewing, Testing, Assessment Centers, Assessment Errors, Staffing Metrics, AI-Powered Selection</p> <p><b>5. Training &amp; Development</b> Training Process, Training Needs, Training Methods, Evaluating Training Effects, Management Development, Career Management</p> <p><b>6. Performance Management</b> Performance Measurement vs. Performance Management, Functions, Roles, Tools, 360° Feedback, Forced Distribution, Management by Objectives, Appraisal Interviews</p> <p><b>7. Reward Management</b> Reward Strategy, Reward Components, Job Evaluation, Pay for Performance, Reward and Motivation, Benefits</p> <p><b>8. Retention Management</b> Types of Turnover, Costs of Turnover, Reasons for Voluntary Turnover, Organizational Commitment, Employee Retention</p>

	<b>9. Predictive HR Analytics</b> Human Capital Data, Analysis versus Prediction, Predictive Modelling, Dependent & Independent Variables, HR Analytics & HR Strategy
<b>Assessment</b>	Graded: Written Exam

<b>M11 Business Communication 2</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 2 <sup>nd</sup> Semester
<b>ECTS Credits</b>	2 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	60
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Bronwyn Wiebecke Email: <a href="mailto:bronwyn.wiebecke@reutlingen-university.de">bronwyn.wiebecke@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	n/a
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competence:</b></p> <ul style="list-style-type: none"> <li>• Students will improve their English language skills while increasing their knowledge of basic business terminology, as well as terminology connected to marketing</li> <li>• Students will understand the role of business communication in marketing</li> <li>• Students will demonstrate best practices for personal branding</li> </ul>

	<ul style="list-style-type: none"> <li>• Students will demonstrate best practices for business communication skills.</li> <li>• Students will write and present persuasively.</li> </ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"> <li>• Students will analyze and discuss different business topics business using appropriate vocabulary connected to marketing and strategy.</li> </ul> <p><b>Social competence:</b></p> <ul style="list-style-type: none"> <li>• Students will interact in English for various purposes and with different types of audiences.</li> </ul> <p><b>Personal competence:</b></p> <ul style="list-style-type: none"> <li>• Students will improve self-confidence using spoken and written English in intercultural business situations.</li> </ul>
<b>Contents:</b>	<p>The topics covered will be of recent/current interest in a global context. The course Business Communication 2 will include:</p> <ul style="list-style-type: none"> <li>• the role of communication in self-branding/self-marketing and employability aspects such as CV, cover letter writing, job interview)</li> <li>• advanced persuasive writing skills</li> <li>• advanced persuasive presentation skills</li> </ul>
<b>Assessment</b>	Graded: Continuous Assessment

<b>M13 Macroeconomics</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 3 <sup>rd</sup> Semester
<b>ECTS Credits</b>	6 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 40
<b>Total hours of study</b>	180
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester



<b>Course Coordinator/Instructor</b>	Prof. Dr. Bodo Herzog Email: <a href="mailto:bodo.herzog@reutlingen-university.de">bodo.herzog@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	n/a
<b>Prerequisites:</b>	Mathematics, Statistics, Microeconomics
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• The students can critically discuss the relevance and limitations of macroeconomic models; apply mathematical models in economics; understand model implications in specific economic situations; calculate and analytically derive model outcomes; MATLAB</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Gather data and empirically test and validate models; synthesize complex quantitative information for professional presentations; transfer and apply theoretical knowledge to real-life settings. Improve the ability to work in an analytical consistent and rigorous way</li> </ul> <p><b>Social competences:</b></p> <p>n/a</p> <p><b>Personal competences:</b></p> <p>n/a</p> <p>The students will be able to think strategically, such as economists and mathematicians</p>
<b>Contents:</b>	<ol style="list-style-type: none"> <li>1. What's Macroeconomics about?</li> <li>2. Growth Theory (Dynamic Theory &amp; Simulations; Differential Equations)</li> <li>3. Business Cycle Theory (closed and open economy; exchange rates)</li> <li>4. Monetary Economics and Fiscal Theory, including research developments</li> <li>5. Monetary Policy, including research developments</li> <li>6. Economics of European Monetary Union and European Central Banking</li> <li>7. Advanced Issues and Debates</li> </ol>
<b>Assessment</b>	Graded: Written exam

<b>M14 Principles of Corporate Finance</b>	
<b>Study Program</b>	B.Sc. International Business



Study level and semester	Bachelor, 3 <sup>rd</sup> Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	180
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hans-Martin Beyer Email: <a href="mailto:hans-martin.beyer@reutlingen-university.de">hans-martin.beyer@reutlingen-university.de</a>
Restrictions (if applicable)	n/a
Prerequisites:	Strongly recommended: Financial Accounting, Management and Cost Accounting
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students will obtain fundamental understanding, competences, and skills in the field of corporate financial management and understand the connections to financial and management accounting.</li> <li>• Students will be able to identify the relevant approaches and variables of financial decisions in general. More specifically, they will understand, apply and assess approaches and methods of investment decision making.</li> <li>• They will be able to assess the theoretical and practical connections between e.g. investment decisions, cost of capital, capital structure, and financing instruments.</li> <li>• Students will be able to identify the basic instruments of corporate funding and to understand the underlying capital structure theory and practice. They are enabled to critically discuss concepts applied in practice and acquire the ability to transfer theoretical knowledge into real-life situations.</li> </ul> <p><b>Methodological competences:</b></p>

	<ul style="list-style-type: none"> <li>• Students will develop and further enhance their critical thinking and problem-solving skills in addition to analytical skills particularly in the fields of financing and investment decision making.</li> <li>• They will be able to apply and connect skills obtained in previous courses like M1.2, M3, M8, M10.1.</li> </ul> <p><b>Social/personal competences:</b></p> <ul style="list-style-type: none"> <li>• Through the interactive nature of the module elements, students will develop their respective terminology and refine their professional communication competences.</li> </ul>
<b>Contents:</b>	<ol style="list-style-type: none"> <li>1. Financial Management Basics (finance definitions, finance functions, financial goals, stakeholders, financial planning, financial default)</li> <li>2. Investment Decisions (types of Investments, Fisher separation theorem, methods of investment appraisal / capital budgeting under certainty - NPV, IRR, Payback/amortisation methods, methods, methods of addressing uncertainty in investment decisions e.g. sensitivity analysis) Cost of Capital and Risk (Measuring Risk, Portfolio theory, asset pricing models eg. CAPM, calculation of WACC, alternative approaches of Dividend Policy, Capital Structure theory and practical considerations)</li> <li>3. Management of Corporate Capital (overview on financing options, sources / instruments of equity e.g. IPO/SPO, VC/PE, sources / instruments of debt financing e.g. bonds, bank loans, alternative approaches e.g. leasing, factoring, ABS)</li> <li>4. Financial Risk Management with Derivatives</li> </ol>
<b>Assessment</b>	Graded: Written exam

<b>M15 Management Accounting and Control</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 3 <sup>rd</sup> Semester
<b>ECTS Credits</b>	4 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	120
<b>Type/Teaching Method</b>	Lecture

Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Michel Charifzadeh Email: <a href="mailto:michel.charifzadeh@reutlingen-university.de">michel.charifzadeh@reutlingen-university.de</a>
Restrictions (if applicable)	n/a
Prerequisites:	Strongly recommended: Financial Accounting, Management and Cost Accounting
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students will have an enhanced understanding and insight into applying concepts, instruments, and techniques of management accounting and control for implementing strategic goals.</li> <li>• In the first part, students will understand the role of the controller in a corporation and recognize ethical aspects of accounting. Then, students will acquire the ability to set up an operating as well as a financial budget independently.</li> <li>• In parallel, they will be able to critically discuss behavioral implications of the budgeting process. A major part of the course is dedicated to performance measurement. Students will acquire the skills to measure financial performance of a business firm in various ways.</li> <li>• They will be able to identify financial drivers as well as being able to re-late them to operational drivers.</li> <li>• By learning from real-life examples, students will gain insight in how performance measurement systems are applied in companies and how they help implementing strategies.</li> <li>• Students will be able to reveal the shortcomings and weaknesses of management control systems, and they will be able to develop solutions to these shortcomings.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will develop critical thinking and problem-solving skills in addition to analytical skills.</li> <li>• They will be able to critically discuss concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations.</li> </ul> <p><b>Social competences:</b></p>

	<ul style="list-style-type: none"> <li>Through the interactive nature of the course, students will refine their oral and written communication skills. Besides, students will improve their ability to work in teams under time pressure.</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>Students will be equipped with the necessary knowledge and competences to resume a role in a management control function in an inter-nationally operating firm and become a valuable partner for operating and financial managers</li> </ul>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>Introduction to management accounting and management control</li> <li>The role of a controller in a corporate function</li> <li>Ethical challenges in management accounting and control</li> <li>The budgeting process, operating budgets, financial budgets</li> <li>Controllability and responsibility centers</li> <li>Performance measurement with financial statements</li> <li>Key financial ratios</li> <li>Shareholder value analysis, cost of capital and value based management</li> <li>Strategic management accounting with the balanced scorecard</li> <li>Advanced topics in management accounting and control</li> </ul>
<b>Assessment</b>	Graded: Written exam

<b>M16.1 Strategic Management Essentials</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 3 <sup>rd</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester

<b>Course Coordinator/Instructor</b>	<p>Prof. Dr. Florian Kapmeier</p> <p>Email: <a href="mailto:florian.kapmeier@reutlingen-university.de">florian.kapmeier@reutlingen-university.de</a></p>
<b>Restrictions (if applicable)</b>	Limited capacities may apply
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>This course draws on a wide range of perspectives to explore the roots of long term competitive advantage in organizations. Using a combination of learning about strategic management concepts and tools, cases, readings and, most importantly, lively discussion, the course will explore the ways in which companies can differentiate themselves from others. Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students are introduced to the principles of strategic management.</li> <li>• They will develop an understanding of the key concepts and principles of strategy formulation and competitive analysis</li> <li>• Students learn about how long term advantage is built from first-mover advantage, increasing returns, and unique organizational competences.</li> <li>• They will be able to critically discuss strategic management concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will develop an understanding of the basic concepts and terminology used in strategic management, in particular, a clear understanding of the key concepts and principles of strategy formulation and competitive analysis, thus identifying opportunities and threats as well as strengths and weaknesses in the operating environment of organizations.</li> <li>• They develop an understanding of useful analytical skills, tools, and techniques for analyzing companies strategically, recognizing that no one strategic solution for an organization is necessarily correct.</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• Students will improve their oral and written communication skills because of the interactive nature of the course and through the analysis and reporting of case situations.</li> <li>• Through teamwork on mini cases under time pressure and diversity in class, students will develop social and intercultural skills, including giving and receiving feedback.</li> </ul>

	<b>Personal competences:</b>  Students will improve their oral and written presentation skills through the analysis and reporting of case situations and their analytical and problem-solving skills and their ability to think critically and strategically.
<b>Contents:</b>	<ul style="list-style-type: none"> <li>• Strategic Management: characteristics, strategic choice (Blue Oceans), strategy development</li> <li>• Company environment: market-based view, macro-environment, competitors, opportunities and threats</li> <li>• Strategic capability: resource-based-view, resources and competences, dynamic capabilities, organizational learning, strengths and weaknesses</li> <li>• Business level strategy: strategic business units, bases of competitive advantage, sustaining competitive advantage (Delta model), competition and cooperation, game theory</li> <li>• Corporate level and international strategy: product/market diversity, international diversity and international strategy</li> <li>• Methods of strategy development: directions for strategy development, methods of strategy development</li> <li>• Organizing for success: organizational forms, processes (Balanced Scorecard and Strategy Maps), relationships</li> <li>• Enabling success: managing people, managing information, managing finance, managing technology</li> <li>• Managing strategic change: change and change management, levers for managing strategic change</li> <li>• Understanding strategy development: intended strategy development, emergent strategy development</li> </ul>
<b>Assessment</b>	Graded: Written exam

<b>M16.2 Project Management</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 3 <sup>rd</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Lecture

Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Florian Kapmeier Email: <a href="mailto:florian.kapmeier@reutlingen-university.de">florian.kapmeier@reutlingen-university.de</a>
Restrictions (if applicable)	Limited capacities may apply
Prerequisites:	n/a
Course learning objectives:	<p>This course aims to introduce and train students in managing projects, and especially dealing with complexity in projects. Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students will learn about theory, methods, and quantitative tools that are applied to effectively plan, organize, and control projects, and about efficient techniques for managing projects.</li> <li>• Students will understand the theory underlying the methods and the tools of project management, incl. work breakdown structure (WBS), Critical Path Method (CPM), Critical Chain Method, Programme Evaluation and Review Techniques (PERT), and Project Risk Management, among others.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will develop mechanisms of problem-solving and apply them to project management business cases.</li> <li>• They will develop competences to assimilate new knowledge alone or in a group with the support of state-of-the-art textbooks, apply the methods and tools to real-project management challenges and under-stand their limitations.</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>• Students will improve their intellectual skills including soft, social, communication, mathematical, analytical, synthesizing and problem-solving skills. As students work primarily in teams they benefit from their team members' skills: students will strengthen their social competence through cooperating with each other, by managing conflicts and giving and receiving feedback.</li> <li>• Students will also obtain an appreciation for organizational and human aspects in project organizations and project manager soft skills and typical profiles.</li> </ul>

	<b>Personal competences:</b> <ul style="list-style-type: none"> <li>• Students will gain personal confidence by building up knowledge, skills and capacities to approach managerial challenges in general and in managing projects in particular.</li> <li>• They also learn how to present logical and convincing arguments.</li> </ul>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>• Introduction to project management</li> <li>• Projects in the organizational structure</li> <li>• Challenges in managing international projects</li> <li>• Project activity and risk planning</li> <li>• Project budgeting: costs and risks</li> <li>• Project scheduling: network techniques</li> <li>• Resource allocation</li> <li>• Project monitoring, project control, project auditing</li> <li>• Project termination</li> </ul>
<b>Assessment</b>	Graded: Written exam/continuous assessment

<b>M17.1 International Business Communication</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor, 3 <sup>rd</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Lecture
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Yoany Beldarrain, Ph.D. Email: <a href="mailto:yoany.beldarrain@reutlingen-university.de">yoany.beldarrain@reutlingen-university.de</a>



<b>Restrictions (if applicable)</b>	n/a
<b>Prerequisites:</b>	B2 level In English language
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competence:</b></p> <ul style="list-style-type: none"> <li>• Students will apply extended business and economics-related terminology in scenarios and discussions.</li> <li>• Students will integrate and demonstrate best practices for effective and ethical business communication skills when dealing with difficult work situations.</li> <li>• Students will demonstrate highly effective presentation skills.</li> </ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"> <li>• Students will discuss the impact of cultural dimensions and leadership styles on communication</li> <li>• Students will analyze, synthesize and evaluate business topics using verbal and written business English.</li> <li>• Students will apply communication methods and techniques best suited for specific business scenarios.</li> </ul> <p><b>Social competence:</b></p> <ul style="list-style-type: none"> <li>• Students will apply networking and teambuilding skills within an intercultural context.</li> <li>• Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios.</li> </ul> <p><b>Personal competence:</b></p> <ul style="list-style-type: none"> <li>• Students will confidently use the English language for different purposes, including business situations.</li> <li>• Students will attain the skills necessary to do an internship semester in an English-speaking program.</li> </ul>
<b>Contents:</b>	<p>The International Business Communication course incorporates topics of recent/current interest around the globe. Topics from economics, finance, politics, etc., are all examined through the lens of effective communication for international business purposes. The course builds on skills previously learned in Business Communication 1 and 2, thus underscoring the dynamics at play in a communication act.</p>

	<ol style="list-style-type: none"> <li>1. Describe the Weaver &amp; Shannon model</li> <li>2. Define &amp; recognize semantic noise</li> <li>3. Describe the NLP Meta model</li> <li>4. Compare processing capabilities of subconscious/unconscious vs conscious mind</li> <li>5. Define unconscious cognition</li> <li>6. Reflect upon own personal preferences and cultural background that influence communication</li> <li>7. Define &amp; identify the basic leadership styles &amp; how BC may be influenced</li> <li>8. Identify and discuss traits of a micromanager &amp; typical BC problems associated with micromanagers</li> <li>9. Identify and discuss the different types of power</li> <li>10. Solve BC communication problems as represented in different work scenarios involving international teams</li> <li>11. Identify the 7 C's of communication</li> <li>12. Identify &amp; use the 5 stages of listening</li> <li>13. Reflect upon own personal cultural competence and how it may influence communication</li> <li>14. Identify and discuss predominant leadership styles based on cultural dimensions</li> <li>15. Identify &amp; discuss the impact of current BC trends</li> <li>16. Identify and discuss relevant communication elements as reflected in corporate reputation.</li> <li>17. Assess what is meant by ethical communication</li> <li>18. Differentiate between the components of Redding's (1996) typology of unethical organizational communication</li> <li>19. Understand the four phases of the feminist perspective of organizational communication ethics proposed by Mattson and Buzzanell (1999)</li> <li>20. Understand the importance of crisis communication.</li> <li>21. Understand and analyse examples of Benoit's Image Repair Theory</li> <li>22. Understand and discuss the applicability of the Cocreational Model (Botan) in strategic communication.</li> <li>23. Compare actions vs reactions, proactive vs reactive BC</li> <li>24. Identify benefits of open &amp; clear BC</li> <li>25. Compare/contrast the 5 management styles for handling conflict as per Thomas-Kilmann</li> <li>26. Choose the proper communication channel, mode, tone, register when dealing with a difficult situation</li> <li>27. Critically analyse and evaluate a current event/business case as it relates to international BC dynamics (written and oral form)</li> </ol>
<b>Assessment</b>	Graded: Continuous assessment

M17.2 Intercultural Negotiations	
Study Program	B.Sc. International Business
ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	30 hours block seminar (equivalent to 2 hours per week)
Total hours of study	60
Type/Teaching Method	Block-seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D. Email: <a href="mailto:yoany.beldarrain@reutlingen-university.de">yoany.beldarrain@reutlingen-university.de</a>
Restrictions (if applicable)	n/a
Prerequisites:	B2 level In English language
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competence:</b></p> <ul style="list-style-type: none"> <li>Students will demonstrate highly effective negotiation skills face-to-face as well as virtually.</li> <li>Students will use technology tools for virtual teaming.</li> </ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"> <li>Students will discuss the impact of cultural dimensions on intercultural negotiations both, virtual and f2f.</li> <li>Students will apply communication methods and techniques to adapt their own communication style in an intercultural negotiation, virtual and f2f.</li> </ul> <p><b>Social competence:</b></p> <ul style="list-style-type: none"> <li>Students will collaborate with peers from various cultural backgrounds to problem-solve intercultural negotiation scenarios, virtual and f2f.</li> </ul> <p><b>Personal competence:</b></p> <ul style="list-style-type: none"> <li>Students will confidently use the English language for negotiations.</li> </ul>
Contents:	<ol style="list-style-type: none"> <li>Recognize and use specific negotiation language</li> <li>Understand key steps to take before, during, and after the negotiation event</li> </ol>

	<ol style="list-style-type: none"> <li>3. Explore the Bargaining Zone model, ZOPA &amp; BATNA</li> <li>4. Compare/contrast negotiation styles across cultures</li> <li>5. Distinguish between cultural differences/similarities that might influence negotiations/business communication and adapt accordingly.</li> </ol> <ol style="list-style-type: none"> <li>1. Discuss key elements of successful intercultural negotiations</li> <li>2. Reflect upon own negotiation style in connection to cultural background</li> <li>3. Identify and use best practices for virtual teaming</li> <li>4. Utilize techniques for moderating a virtual meeting</li> <li>5. Utilize Adobe Connect or Zoom effectively</li> <li>6. Identify potential conflicts within virtual teams and prevent them.</li> </ol>
<b>Assessment</b>	Graded: Continuous assessment

<b>M18.2 Business Ethics</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	90
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Elizabeth Hofvenshiold E-Mail:
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	n/a
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p>

	<ul style="list-style-type: none"> <li>Knowledge, skills and capabilities for ethical decision making in a global business environment. Students will learn about the four steps for ethical decision making.</li> </ul> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>Knowledge and capability to transfer theoretical knowledge on given real problems in daily business life by going through 5 steps Ethics management applicable in all situations:             <ol style="list-style-type: none"> <li>Analysis of the situation given (by applying the theory of social systems and / or other analytic approaches) and identification of ethical issue</li> <li>Definition of the ethical problem</li> <li>Analysis of the (ethical and economic) arguments</li> <li>Evaluation and decision</li> <li>Implementation into the management systems</li> </ol> </li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>Improvement of communication skills by: Theory: introduction of basic knowledge of communication theories Practice: case studies in team work and class discussions</li> <li>Improvement of digital skills by: Theory: introduction to digital ethics  Practice: case studies in team work and class discussions</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>Gain of personal confidence by getting knowledge, skills and capacities to approach ethical and moral problems occurring in their professional life.</li> <li>Ambition and engagement are strengthened in team and class discussions.</li> <li>Personal flexibility and autonomy are trained.</li> </ul>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>Definitions of terms in business ethics</li> <li>Significance of ethics in modern global economy</li> <li>Theory of social systems</li> <li>Philosophical roots of business ethics (from Plato to Kant and to non-western ethics approaches)</li> <li>Modern business ethics approaches (ethics of discourse, principle based ethics, ethics of governance, etc.)</li> <li>Business ethics in the management triangle</li> <li>Integrity, governance and compliance management</li> <li>Guidelines, standards, ratings, and certifications in business ethics and CSR</li> </ul>
<b>Assessment</b>	Graded: written exam

M23 Business Research Methods	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	3
Total hours of study	150
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Anna Goeddeke E-Mail: <a href="mailto:anna.goedekke@reutlingen-university.de">anna.goedekke@reutlingen-university.de</a>
Prerequisites:	n/a
Course learning objectives:	<p>This class provides students with opportunities to develop and demonstrate knowledge and understanding, qualities and skills in scientific research methods and applications. Students will be familiarized with scientific research methods. Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>Familiarize students with scientific research methods at all stages of the research process. This encompasses starting from an idea; stating a research question based on the ideas; developing specific aims and objectives of research; undertaking a literature review; select an appropriate methodology; devise data collection methods, followed by data gathering and data analyzing and finally drawing conclusions and complete a short write-up in form of a short essay.</li> </ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>Accomplishing an applied business research project; applying principles of research design and analysis to specific small scale business projects; evaluating appropriate research methods within a research project in form of a short essay; discussing and challenging research projects with peers.</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>Giving and receiving feedback; supporting peers throughout the research process, working effectively with others on projects, managing conflicts in groups;</li> </ul>

	<b>Personal competences:</b> <ul style="list-style-type: none"> <li>managing time and workload; improve own learning and performance; developing autonomy as a researcher; improving academic writing skills and developing skills of reflection.</li> </ul>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>Introduction</li> <li>Research and Publication Process</li> <li>How to find literature</li> <li>How to write a research paper</li> <li>How to read an academic paper</li> <li>Causal vs Correlational research</li> <li>Statistical Methods: Multiple linear regression &amp; comparing means</li> <li>Research Pitch &amp; Common mistakes in bachelor the</li> </ul>
<b>Assessment</b>	Written essay

<b>M31.a International Seminar on Marketing &amp; Strategy: Managing Business Markets</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30
<b>Total hours of study</b>	120
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester during the block week in April/November
<b>Course Coordinator/Instructor</b>	Prof. Joe Daly
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited

<b>Prerequisites</b>	n/a
<b>Course learning objectives:</b>	<p><b>Professional competencies:</b> Students completing this course will have developed an understanding of Business to Business Marketing. Students will...</p> <ul style="list-style-type: none"> <li>• Understand the difference of business to business marketing to business to consumer marketing.</li> <li>• Learn about the relationship management aspect of marketing.</li> <li>• Develop understanding about professional skills in account management and professional sales.</li> <li>• Develop business to business sales-force management skills</li> </ul> <p><b>Methodological competencies:</b> Prepare, structure and deliver analysis resulting from detailed review of case studies. Apply frameworks to various scenarios. Prepare, structure and deliver results and outcomes in team environments. Balance a team approach to analysis while utilising individual skills. Be able to prepare and present a “pitch” to stakeholders.</p> <p><b>Social competencies:</b> Performing various roles in team tasks and identifying their individual skills and applying them productively. Delivering oral and written presentations in a business context in a professional and competent manner to peers.</p> <p><b>Personal competencies:</b> Apply sustainability frameworks and expanded awareness about global sustainability challenges to business situations. Display confidence and professionalism, empathy and critical thinking. Train system’s thinking abilities to reframe and apply global challenges to local issues. Use a professional, structured approach to dealing with internal and external stakeholders in any business context</p>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>• Business Marketing Perspectives: Business Markets versus Consumer Goods Markets, Characteristics of Business Markets, Business Market Customers, Classifying Goods for the Business Market. International aspects of B2B.</li> <li>• The Organisational Buying Process: Buying Situations, International Forces Shaping Organisational Buying Behaviour.</li> <li>• Relationship Strategies for Business Markets: Differing Types of Relationships, Managing buyer-seller Relationships.</li> <li>• Segmenting in the Business Market: Requirements and Benefits, Bases for segmentation.</li> <li>• Managing Products for Business Markets: Managing Products in High Technology Markets, New Industrial Product Development, The Technology Adoption Life Cycle.</li> </ul>



	<ul style="list-style-type: none"> <li>• Pricing Strategy for Business Markets: Industrial Pricing Strategies and Tactics, Leasing.</li> <li>• Managing Business Marketing Channels: Functions and Purpose of the Channel; Participants in the Channel.</li> <li>• Business Marketing Communications: Advertising, Personal Selling, Sales Promotions, Public Relations, Direct Marketing &amp; Supplementary Communications Tools.</li> <li>• The personal selling process, Characteristics and attributes of the effective salesperson, Buyer-seller interaction and relationship selling. Professional selling in an international environment.</li> </ul> <p>The method of deliver of the module will be highly interactive and require a lot of group and individual interaction. It is important that the high standard of attendance is maintained so that students get the maximum benefit from the module and of course can provide support to their fellow group members</p>
<b>Assessment</b>	Graded: continuous assessment

<b>M31.c International Seminar on Finance &amp; Accounting: International Financial Risk Management</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	3 ECTS Credits
<b>Hours per week / total contact hours</b>	2 / 30 (scheduled as a block – 1 week)
<b>Total hours of study</b>	120
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester during the block week in April/November
<b>Course Coordinator/Instructor</b>	Samer Ajour El Zein
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited

<b>Prerequisites</b>	none
<b>Course learning objectives:</b>	<p>On successful completion of this module, a student will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <p>Students completing this course will have developed an understanding of International Financial Markets, as well as build strategies to hedge risk in the financial markets. Students will...</p> <ul style="list-style-type: none"> <li>• Understand the Finance of International Management.</li> <li>• Conduct cases for international investments</li> <li>• Understand the process when growing Business internationally.</li> <li>• Learn what a manager must know about the business financial information in international markets.</li> <li>• Learn the most relevant financial information used in Globalized Markets.</li> <li>• Make proper managerial decisions based on Financial Base.</li> <li>• Provide proper and adequate guidance and resources for addressing and managing projects in an international environment.</li> </ul> <p><b>Methodological competencies:</b></p> <p>Prepare, structure and deliver analysis resulting from detailed review of case studies. Apply frameworks to various scenarios. Prepare, structure and deliver results and outcomes in team environments. Balance a team approach to analysis while utilising individual skills. Be able to prepare and present a “pitch” to stakeholders.</p> <p><b>Social competencies:</b></p> <p>Performing various roles in team tasks and identifying their individual skills and applying them productively. Delivering oral and written presentations in a business context in a professional and competent manner to peers.</p> <p><b>Personal competencies:</b></p> <p>Apply sustainability frameworks and expanded awareness about global sustainability challenges to business situations. Display confidence and professionalism, empathy and critical thinking. Train system’s thinking abilities to reframe and apply global challenges to local issues. Use a professional, structured approach to dealing with internal and external stakeholders in any business context.</p>
<b>Contents:</b>	<p><u>Module 1: Foreign Exchange Markets and other major assets</u></p> <ul style="list-style-type: none"> <li>– Functions and Structure of major assets</li> <li>– Market players</li> <li>– The Spot Market and the Forward Market</li> </ul>

	<u>Module 2: The Futures Market and Options Market</u> – The Futures contracts: Preliminaries – Currency Futures Market – The Options contracts: Preliminaries – Hedging with Futures and Options <u>Module 3: International Capital Markets</u> – International Capital and Equity Markets: – International Credit, Debt, and Money Markets – Globalization and Market Integration – Country and Political Risk <u>Module 4: Hedging and Risk Management</u> – Risk Management and Hedging Strategies – Managing Economic and Translation Exposure – Foreign Direct Investment and Strategic Decisions
<b>Assessment</b>	Graded: continuous assessment

## Modules and Courses: Electives

<b>A. Sales Management</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Marco Schmäh E-Mail: <a href="mailto:marco.schmaeh@reutlingen-university.de">marco.schmaeh@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	n/a

<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>expanded familiarity with methods and practical tools for sales management and strengthened understanding of implementation of personal selling.</li> </ul> <p>This module contributes to the profile in Marketing.</p> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>fostering analytical and decision-making skills of the students by using theoretical concepts in lectures and case studies</li> <li>preparation and presentation of team business case study before peers, critical evaluation of colleagues' case studies, research and writing of sales management solutions, participation in seminar sessions</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>improved ability to work individually and in teams with focus on complex theoretical and analytical models</li> <li>refined oral and written communication skills</li> </ul> <p><b>Personal competences:</b></p> <p>analysis of complex situation and execution of professional tools and techniques, present and debate topics on sales management in a compelling and convincing manner</p>
<b>Contents:</b>	<ol style="list-style-type: none"> <li>Introduction to Sales Management</li> <li>Value Based Selling</li> <li>Digital Value Selling</li> <li>Buying Center Analysis</li> </ol> <p>Understanding Sales Processes</p>
<b>Assessment</b>	Graded: Project Work

<b>B. Business to Business Marketing</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150

Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Once
Course Coordinator/Instructor	Prof. Dr. Oliver Götz Prof. Dr. Marco Schmäh
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>in-depth familiarity with methods and practical tools for business to business marketing and strengthened understanding of business to business management decisions, concepts, and solutions as well as limitations of business to business marketing activities.</li> </ul> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>fostering analytical and decision-making skills of the students by using theoretical concepts in lectures and case studies</li> <li>preparation and presentation of team business case study before peers, critical evaluation of colleagues' case studies, research and writing of business to business marketing solutions, participation in seminar sessions</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>improved ability to work individually and in teams with focus on complex theoretical and analytical models</li> <li>refined oral and written communication skills</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>analysis of complex situation and execution of professional tools and techniques, present and debate topics on business to business marketing in a compelling and convincing manner</li> </ul>
Contents	<ol style="list-style-type: none"> <li>Understand business to business (B2B) fundamentals</li> <li>Decode buying processes</li> <li>Four different areas for B2B marketing</li> <li>Customer Relationship Management</li> <li>Negotiation and Personality</li> </ol>

	Motivating and Compensating the Sales Force
Assessments	Project Work

<b>C. Marketing Communication</b>	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Johanna Bath E-Mail: <a href="mailto:johanna.bath@reutlingen-university.de">johanna.bath@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p><b>Professional competencies:</b> deepen knowledge in marketing communication; understand and explain the relevant tools of marketing communication. Gain an understanding of online marketing, digital marketing and the special challenges of digital business models (e.g. platform business models), understand the importance of technology/algorithms of these marketing practices</p> <ul style="list-style-type: none"> <li>• understand the concept of IMC and its role in Branding</li> <li>• be able to describe and distinguish different tools of marketing communication and their applications</li> </ul>

	<ul style="list-style-type: none"> <li>• be able to develop an IMC plan for a business</li> <li>• understand and describe the process of branding</li> <li>• be able to apply different techniques for developing message strategy, especially content strategy/content marketing</li> <li>• understand Message execution</li> <li>• understand Digital Branding</li> <li>• be able to formulate and assess the User Journey in Digital Era</li> </ul> <p>This module contributes to the profile in Marketing.</p> <p><b>Methodological competencies:</b> solve complex tasks in marketing communication, online marketing, social media marketing, etc. structures and process based approaches</p> <p><b>Social competencies:</b> improve the ability to work individually and in teams under time pressure; refine verbal and written communication skills</p> <p><b>Personal competencies:</b> present logical and convincing arguments; discuss topics on marketing communication responsibly on an expert level</p>
<b>Contents:</b>	<p>Topics will vary from semester to semester, for example:</p> <ul style="list-style-type: none"> <li>• Online Marketing &amp; Social Media Marketing</li> <li>• Digital Business Models</li> <li>• Platform &amp; Sharing Economy</li> <li>• Marketing &amp; Technology</li> </ul>
<b>Assessment</b>	Graded: Continuous assessments (Project work)

<b>E. International Financial Reporting</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English

<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Michel Charifzadeh <a href="mailto:michel.charifzadeh@reutlingen-university.de">michel.charifzadeh@reutlingen-university.de</a>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	<b>Foundation course in Financial Accounting</b>
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <p>In this seminar, students get a detailed understanding of financial accounting according to International Financial Reporting Standards (IFRS). Students acquire professional in-depth knowledge about selected relevant areas of international financial reporting including its principles and theories as well as the elements of financial statements, i.e. assets, liabilities, equity, revenues and expenses. In specific,</p> <ul style="list-style-type: none"> <li>• students will develop an understanding of the origin of the international accounting standards, the principles and the framework of IFRS in contrast to major local reporting principles like US GAAP or German GAAP (HGB).</li> <li>• since IFRSs are continuously developed, students will become familiar with the role of the standard-setting bodies (especially the IASB) and the imminent changes of IFRS.</li> <li>• students will deal with the most recent topics of standard development currently discussed by the IASB. Based on this, students will be equipped with the knowledge and skills to critically discuss and solve specific accounting problems and challenge existing and proposed standards.</li> <li>• Students will get insights into the growing field of sustainability reporting and how frameworks such as Integrated Reporting guide new forms of corporate reporting.</li> </ul> <p>The course contributes to the profile in Finance.</p> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>• Students will develop critical thinking, case analysis skills, and academic writing skills.</li> <li>• In a research paper, they train the key skills of selecting, justifying and applying methods, tools, and instruments correctly for solving a research question.</li> <li>• Through a principles-based approach, students will acquire the ability to apply general accounting concepts to specific situations and to critically discuss existing solutions to accounting problems.</li> <li>• In addition, they further shape their presentation skills.</li> </ul>



	<p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>Through the interactive nature of the course, students will refine their oral and written communication skills.</li> <li>Through teamwork under time pressure and diversity in class, students will develop social and intercultural skills.</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>Students develop the skills to work autonomously on a new complex topic.</li> <li>They learn how to act competently and self-responsibly.</li> <li>As part of the major in Finance and Accounting, the course will train students for both a specialist career in accounting and auditing as well as a leadership role in international management.</li> </ul>
<b>Contents:</b>	<ol style="list-style-type: none"> <li>Theory, Framework, and Regulation</li> <li>The process of harmonization, IFRS vs. US GAAP</li> <li>Financial statements presentation</li> <li>Fixed (non-current) tangible assets</li> <li>Intangible assets, Goodwill, and Impairments</li> <li>Accounting for leases</li> <li>Sustainability accounting (Triple Bottom Line, Global Reporting Initiative GRI)</li> <li>Integrated Reporting (&lt;IR&gt;)</li> </ol> <p><i>Further exemplary topics to be covered in the course are:</i></p> <ol style="list-style-type: none"> <li>Provisions, contingent liabilities, and contingent assets</li> <li>Financial instruments, financial derivatives</li> </ol>
<b>Assessment</b>	<p>Graded: Presentation: 40%, research paper (60%).</p> <p>Additional adjustment: In order to encourage students' engagement and participation during class times, there is an additional component to the IFR grade:</p> <p>The final grade can deviate from the group presentation's and group paper's grades for individuals who continuously participate and actively contribute to the lectures.</p> <p>Individual group members, who show outstanding performance during class time, will receive an up to 0.5 higher grade for the course. Vice versa, poor-performing students may be downgraded by up to 0.5.</p>

<b>G. International Corporate Transactions</b>	
<b>Study Program</b>	<p>B.Sc. International Business</p> <p>Bachelor 6<sup>th</sup> Semester</p>

Study level and semester	
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hans-Martin Beyer E-Mail: <a href="mailto:Hans-Martin.Beyer@reutlingen-university.de">Hans-Martin.Beyer@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	<b>Corporate Finance, Financial Accounting, Mathematics (Statistics) and Management Accounting</b>
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <p>Students will develop an enhanced understanding of corporate M&amp;A transactions and valuation techniques. In specific, students will be able to</p> <ul style="list-style-type: none"> <li>• Differentiate and explain types of corporate transactions, key stages and respective stakeholders of M&amp;A processes, and generic forms of structuring and financing transactions</li> <li>• Understand theoretical and methodological fundamentals of company valuation</li> <li>• Identify required data for income approaches including calculation of different forms of FCFs and understand estimating and planning approaches and limitations</li> <li>• Apply company valuation techniques to problems of limited complexity</li> <li>• Identify and address specific methodological issues in an international context e.g. in regard to the cost of capital</li> <li>• Students will be able to critically assess valuation concepts as well as data sources (i.e. Factset) applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations.</li> </ul> <p>This module contributes to the profile in Finance.</p>

	<p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>Students will further enhance their critical thinking and problem-solving skills in addition to analytical skills particularly in the fields of company valuation and respective decision making.</li> <li>They will obtain advanced analytical skills in structuring / developing business plans and applying financial modeling techniques.</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>Through the interactive nature of the course, students will refine their oral and written communication competence and their team skills.</li> </ul> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>Students will be equipped with the necessary knowledge, experiences and competences to resume a role in the respective fields of professional competence.</li> <li>Conflicting interests and related inter- and intrapersonal conflicts and ethical problems will be assessed and discussed.</li> </ul>
<b>Contents:</b>	<p>Key topics / elements of the course include:</p> <ul style="list-style-type: none"> <li>Introduction</li> <li>Transaction fundamentals <ul style="list-style-type: none"> <li>Types, terms and motives</li> <li>Transaction process and the role of Valuation in the transaction process, stakeholders and regulatory framework</li> <li>Generic forms of structuring and financing transactions</li> </ul> </li> <li>Company Valuation <ul style="list-style-type: none"> <li>Valuation basics and overview</li> <li>Income Approaches – <ul style="list-style-type: none"> <li>Types/calculation of FCF and forecasting</li> <li>Capital structure and cost of capital</li> <li>Terminal value</li> <li>Plausibility, interpreting of results</li> </ul> </li> <li>Market Approaches</li> <li>Assessment of approaches and conclusions</li> </ul> </li> </ul> <p>The above content will be accompanied/supported by case studies and student projects. Students will work mainly in groups on methodological issues of valuation and will prepare a presentation and a paper. The student work is coached by the instructor. Students will present the results of their work and discuss them in class.</p>
<b>Assessment</b>	Graded: Presentation/paper - 40%, Final written exam (1h) - 60%

<b>H. Advanced Quantitative Finance</b>	
<b>Study Program</b>	B.Sc. International Business

Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bodo Herzog E-Mail: <a href="mailto:Bodo.Herzog@reutlingen-university.de">Bodo.Herzog@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	none
Course learning objectives:	<p>The course provides a focus on mathematical, computational and applied issues on advanced topics in banking and finance. Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <p>After the successful completion of this module the students can critically discuss the relevance and limitations of financial &amp; computational concepts; apply mathematical models; understand model implications in specific situations; calculate and analytically derive model outcomes; Students will implement their models in reliable and useable software solutions with software applications.</p> <p>This module contributes to the profile in Finance, Economics, Data Science.</p> <p><b>Methodological competencies:</b></p> <p>Students will have the persistence, integrity, and maturity to develop advanced tools that can be used responsibly and fully appropriate to the problem at hand; improve the ability to work in an analytical rigorous way. Students will design and evaluate complex dynamical systems in a global context; synthesize complex quantitative information for professional presentations; transfer and apply theoretical knowledge to real-life settings.</p> <p><b>Social competencies:</b> n/a <b>Personal competencies:</b> n/a</p>

	Students will effectively communicate difficult quantitative solutions to non-specialist users; the students should be able to think strategically
<b>Contents:</b>	<p>Professor Herzog's topics (for information only):</p> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Julia programming</li> <li>3. Finance and Financial Engineering</li> <li>4. Home-Study: Big Data Analysis</li> <li>5. Stochastic and Dynamic-Mathematical Finance <ol style="list-style-type: none"> <li>a. Brownian Motion</li> <li>b. Stochastic Integration (Ito's Lemma)</li> <li>c. Stock Market Modeling: Stochastic Differential Equations (SDEs)</li> <li>d. Pricing of Financial Derivatives: Black-Scholes Formula</li> </ol> </li> <li>6. AI &amp; Deep Learning (optional)</li> <li>7. Advanced topics in Fractional Finance (optional)</li> </ol>
<b>Assessment</b>	Graded: Continuous assessment, written test

<b>I. Strategic Management in the Digital Age</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	<p>Prof. Dr. Martin Mocker</p> <p>E-Mail: <a href="mailto:martin.mocker@reutlingen-university.de">martin.mocker@reutlingen-university.de</a></p>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	Principles of Management, Principles of Strategic Management

<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>Students are expected to understand the ambiguity and complexity of defining and executing strategy in an increasingly global and increasingly digital world.</li> <li>They will be able to identify the key decisions—especially those pertaining to digitalization—driving long-term firm performance and understand how these decisions influence why some firms are more successful than others while still others fail.</li> </ul> <p>This module contributes to the profile in Strategy, Leadership or Digital Business.</p> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"> <li>the capability to deal with complex, ambiguous situations by breaking problems down into parts, analyze the parts critically, weigh opposing arguments, present a synthesis and debate a decision in class as well as staying open to enhance or change decisions</li> </ul> <p><b>Social competences:</b></p> <ul style="list-style-type: none"> <li>use feedback to improve their communication skills, their ability to work in teams, as well as defend their arguments in a discussion</li> </ul> <p><b>Personal competences</b></p> <p>deal with ambiguous situations that do not have a definite “right or wrong” answer</p>
<b>Contents:</b>	<p>The course is organized around strategic decisions</p> <ol style="list-style-type: none"> <li>1. Overview: Strategic issues in the digital age</li> <li>2. The impact of digital technologies on industry structure</li> <li>3. Strategy implementation and business architecture</li> <li>4. The role of digital technologies in gaining and sustaining competitive advantage</li> <li>5. Multi-sided platforms</li> <li>6. Digital transformation</li> </ol>
<b>Assessment</b>	Graded: Presentation of project teamwork; individual in-class contribution to case discussion

<b>J. Business Simulation</b>	
<b>Study Program</b>	B.Sc. International Business

Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Florian Kapmeier E-Mail: <a href="mailto:florian.kapmeier@reutlingen-university.de">florian.kapmeier@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	<b>Principles of Strategic Management</b>
Course learning objectives:	<p>Why do so many business strategies fail? Why do so many others 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? And how can a firm identify and design high-leverage policies, policies that are not thwarted by unanticipated side effects?</p> <p>Accelerating economic, technological, social, and environmental change challenge managers to learn at increasing rates. 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 <i>dynamic complexity</i> – and tools managers can use to accelerate learning throughout an organization.</p> <p>Upon completion of this strategy course, participants will have developed the following competences:</p> <p><b>Professional competences:</b></p> <ul style="list-style-type: none"> <li>• Students are introduced to systems thinking and the system dynamics modeling methodology.</li> </ul>



- They apply system dynamics to corporate challenges in the area of strategy, 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 customers, competitors, and suppliers.
- Students will use simulation models, management flight simulators, and 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.

The module contributes to the profile in Strategy.

**Methodological competences:**

- Students will develop an understanding of dynamic complexity, inherent in most business situations of policy-design and decision-making.
- 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).

**Social competences:**

- 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.

**Personal competences:**

- Students will improve their analytical and problem-solving skills. Students will be better aware of dynamic complexity.
- 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.





<b>Contents:</b>	<ul style="list-style-type: none"> <li>• Experience Dynamics: The Beer Distribution Game</li> <li>• The case for modelling and simulation</li> <li>• Introduction to system dynamics</li> <li>• Getting to know Vensim</li> <li>• Simple dynamic models</li> <li>• Growth dynamics of organizations</li> <li>• Aging chain models and their behavior</li> <li>• Business cycles and oscillations</li> <li>• Dynamic production/supply chain models</li> <li>• Diffusion models</li> <li>• Validity of system dynamics models</li> <li>• Example of system dynamics based research</li> </ul>
<b>Assessment</b>	<p>Graded: Project work: 85% (including peer-assessment of 15%)</p> <p>Class participation 15%</p>

<b>K. Advanced HRM</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	<p>Prof. Dr. Hermann Lassleben</p> <p>E-Mail: <a href="mailto:hermann.lassleben@reutlingen-university.de">hermann.lassleben@reutlingen-university.de</a></p>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	Principles of HRM

<p><b>Course learning objectives:</b></p>	<p>Upon successful completion, students will have developed the following competencies:</p> <p><b>Professional competencies:</b> in-depth knowledge in a defined subject area of HRM, acquaintance with relevant theoretical backgrounds; in-depth familiarity with challenges, issues, concepts, and solutions as well as limitations in the subject area.</p> <p><b>Methodological competencies:</b> competence to conduct empirical re-search projects independently, ability to investigate HRM concepts from different angles, critically assess their relevance and use, chances and risks, possibilities and limitations, prerequisites and consequences, putting them in context, building an own critical stance, and drawing profit for daily work out of them.</p> <p><b>Social competencies:</b> perform effectively as a team member, encourage and utilize others' contributions; build teams.</p> <p><b>Personal competencies:</b> increase personal and work effectiveness; exercise self-reflection; improve self-awareness and self-management; become aware of diversity in people and concepts; reflect on practice to improve work skills continuously.</p>
<p><b>Contents:</b></p>	<p>The seminar is conducted in the form of a project seminar. It is built on a "three columns" didactical model: (1) Learn, (2) Reflect, (3) Apply.</p> <p>Participants learn (read, recapitulate and discuss) the basic principles of business research (1).</p> <p>They reflect (read, recapitulate and discuss) recent research in the area of HRM. Doing so, they deepen their understanding of applied business (HRM) research and become familiar with various up-to-date HRM topics and research results (2).</p> <p>Finally, participants apply their knowledge and conduct own research projects in teams during the semester. Doing so, they in addition develop expertise in the content area of their research (3).</p> <p>Upon conducting their research projects, participants are closely coached by the instructor. Each project includes an empirical study as well as the preparation of a respective paper/project report.</p> <p>Topics for the projects are defined by practice partners, the instructor, or participants themselves. Condition is that the topic is appropriate for a structured quantitative or qualitative empirical research approach.</p> <p>Participants will stepwise develop their research proposal, configure an appropriate research design, review the literature, decide about and develop research methods, determine the sample, administer data collection, analyze data, draw conclusions, discuss findings and write up their entire research. The research process will basically follow the structure given by Quinlan et al. (2015). Participants prepare respective chapters for class meetings in which they are recapitulated and discussed. In accordance with that structure, all steps of the research process will be - one after the other - applied onto the determined research question/topic.</p> <p>Simultaneously, current research papers are discussed in class in order to</p>

	better understand the application of business research principles and strategies, as well as to become familiar with the HRM content issues under research.
<b>Assessment</b>	Graded: The grade is based on a team paper (individual contributions) on the research project participants conduct throughout the semester

<b>L. Managing a Global Workforce</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Prof. Julia Hormuth
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	<b>Principles of HRM</b>
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the follow-ing competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>Familiarity with specific challenges of managing people in a multinational environment; understanding of country-specific differences of HRM; deeper insight into one aspect of managing a global workforce.</li> </ul> <p>The module contributes to the profiles in Leadership or Strategy.</p> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>Understand and apply methods to design work, recruit and select employees, develop remuneration and compensation systems,</li> </ul>

	<p>manage employee and organizational performance, cultivate employee learning, and to manage talent in an international organization.</p> <ul style="list-style-type: none"> <li>• Understand and apply methods to diagnose international organizations from a human resource and organizational behavior perspective and to design organizational development interventions to resolve typical inter-national business challenges.</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>• Presentation and teamworking skills (through group work and group presentations).</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>• Awareness of the own skills in managing international employees; aware-ness of the own skills in realizing an academic project.</li> </ul>
<b>Contents:</b>	<p>Given the ever increasing globalization of business the workforce of a vast majority of companies is nowadays global. The purpose of this course is to understand the context, challenges and functions of managing a global workforce in international companies.</p> <ol style="list-style-type: none"> <li><b>1. Strategic International Workforce Management</b> <ul style="list-style-type: none"> <li>– The internationalization of human resource management</li> <li>– Internationalization strategies and strategic HR management</li> <li>– Future topics and trends in managing a global workforce</li> </ul> </li> <li><b>2. Global mobility and international assignments</b> <ul style="list-style-type: none"> <li>– Employee motivations and challenges of assignments</li> <li>– Recruiting and selecting possible candidates</li> <li>– The culture shock and expatriate preparation</li> <li>– Reintegration and career management</li> <li>– Flexible forms of international work (e.g. frequent traveling, virtual assignment, self-initiated expatriation)</li> </ul> </li> <li><b>3. Workforce management in joint ventures and M&amp;As</b> <ul style="list-style-type: none"> <li>– Different forms of international alliances (e.g. strategic alliance, joint venture, M&amp;A)</li> <li>– The relevance of HRM and culture in cross-border alliances</li> <li>– Case studies on success stories and failures of cross-border alliances (e.g. Renault Nissan, VW Shanghai, DaimlerChrysler)</li> <li>– Cultural due diligence and post merger integration</li> </ul> </li> <li><b>4. Current topics of global workforce management</b> <ul style="list-style-type: none"> <li>– E.g. Onboarding/integrating international employees into a diverse workforce;</li> <li>– E.g. Modern leadership styles in a globalized world</li> </ul> </li> </ol>

	<p><b>5. “Work from anywhere and consequences for global talent acquisition” (course project WS 2022/23)</b></p> <ul style="list-style-type: none"> <li>– State-of-the-art discussion on work from anywhere (WFA) and on possible consequences for global talent acquisition</li> <li>– Supported and guided by the lecturer students will work on a qualitative study (i.e. realize an interview, analyse the data with qualitative content analysis etc.). The objective is to help them gain competencies that they need to realize their own empirical project for the bachelor thesis.</li> </ul>
<b>Assessment</b>	Graded: The grade is based on an experiential group project (PA, 100%). Students have to develop a paper and present

<b>M. Corporate Social Responsibility</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	<p>Prof. Dr. Bernd Banke</p> <p>E-Mail: <a href="mailto:bernd.banke@reutlingen-university.de">bernd.banke@reutlingen-university.de</a></p>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	<b>Recommendation: Combined with M21 Applied Business Ethics</b>
<b>Course learning objectives:</b>	<p>After the successful completion of this module, students should have developed:</p> <p><b>Professional competences:</b> The course follows a procedure of four steps. In step number one students learn about different approaches and definitions of</p>

	<p>CSR in theory and practice. At the end of step one, they will be able to develop a definition of their own including all major aspects of CSR management.</p> <p>Following the management triangle of planning executing and controlling in step two of the course the most important values and aims are introduced to enable the students to plan a CSR management strategy for a specific international company or institution.</p> <p>Step three shows various examples of CSR strategies and measures taken from the world of business and economy. Students will have to take part actively at this stage. They have to find contemporary examples by themselves and introduce them to class.</p> <p>Finally, in step three possibilities and difficulties of measuring a “successful” CSR strategy are shown. Major international standards such as ISO 26000, Global compact and the Global Reporting Initiative (GRI) are introduced.</p> <p><b>Methodological competences:</b> Knowledge and capability to transfer theoretical knowledge on given real problems, e.g.:</p> <ul style="list-style-type: none"> <li>• finding newest information in this fast developing area of research</li> <li>• managing CSR related problems and challenges by following a 5 step procedure: <ol style="list-style-type: none"> <li>1. Analysis of the situation</li> <li>2. Definition of the problem</li> <li>3. Analysis of the arguments</li> <li>4. Evaluation and decision</li> <li>5. Implementation into the management systems</li> </ol> </li> </ul> <p><b>Social competences:</b></p> <ol style="list-style-type: none"> <li>1. Sharpening of awareness for ecological and social questions</li> <li>2. Strengthening of empathic capabilities</li> <li>3. As a consequence of points 1. and 2. better communication and argumentation abilities.</li> </ol> <p><b>Personal competences:</b></p> <ul style="list-style-type: none"> <li>• Higher awareness of the individual responsibility in professional life</li> <li>• Ability to influence work / life balance by finding more satisfaction in professional life</li> <li>• Higher self-consciousness</li> </ul>
<b>Contents:</b>	<ul style="list-style-type: none"> <li>• Definitions of and approaches to CSR</li> <li>• (Short) history of CSR</li> <li>• Types of CSR</li> <li>• Management tools for the integration of a CSR strategy</li> <li>• CSR rankings, ratings and certifications</li> </ul>
<b>Assessment</b>	Graded: Continuous Assessments

N. Organizational Behaviour	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Hazel Grünewald Email: <a href="mailto:hazel.gruenewald@reutlingen-university.de">hazel.gruenewald@reutlingen-university.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of Management
Course learning objectives:	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p><b>Professional competencies:</b> understanding of key concepts, models and practices within the field of organisational behaviour such as personality, motivation, team dynamics and effectiveness, decision-making, organisational design, culture and change; appreciation of how theories can be translated into practical applications.</p> <p><b>Methodological competencies:</b> 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 organisations and what happens in them</p> <p><b>Social competencies:</b> presentation and teamwork skills (through group work and group presentations).</p> <p><b>Personal competencies:</b> awareness of the own skills in realising an academic project; competence to evaluate other student's academic projects and presentations.</p>

<b>Contents</b>	<p>PART I: The world of organisational behaviour</p> <ul style="list-style-type: none"> <li>• Foundations of organisational behaviour</li> </ul> <p>PART II: Individual Process</p> <ul style="list-style-type: none"> <li>• Understanding people at work <ul style="list-style-type: none"> <li>○ Personality dynamics</li> <li>○ Values</li> <li>○ Perception and learningo</li> <li>○ Emotions, attitudes and stress</li> </ul> </li> <li>• Motivation and job satisfactiono <ul style="list-style-type: none"> <li>○ Content and process theories</li> <li>○ Reinforcement theories</li> <li>○ Designing a motivating work environment</li> </ul> </li> </ul> <p>Part III: Group and social processes</p> <ul style="list-style-type: none"> <li>• Managing demographic and cultural diversity</li> <li>• Managing groups and teams, team dynamics</li> <li>• Communication and decision-making</li> <li>• Leadership and trust</li> </ul> <p>Part IV: Organisational processes and dynamics</p> <ul style="list-style-type: none"> <li>• Organisational culture</li> </ul>
<b>Assessments</b>	Graded: 70% - assessed student lectures in groups; 30 % - individual reflective essay

Q. Data Analysis	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	<p>Prof. Dr. Marlene Ferencz</p> <p>E-Mail: <a href="mailto:marlene.ferencz@reutlingen-university.de">marlene.ferencz@reutlingen-university.de</a></p>



<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	<b>Basic Principles of Statistics</b>
<b>Course learning objectives:</b>	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• The module contributes to the profile in Marketing, Finance, Economics or Digital business.</li> <li>• Students should gain a practical understanding of statistical questions and be able to apply them in business management contexts.</li> <li>• The module imparts advanced skills for the analysis of statistical problems. This includes concrete procedures as well as methodical correlations.</li> <li>• The students learn to correctly apply and interpret statistical programme packages.</li> </ul> <p><b>Methodological competencies:</b></p> <p>Students gain insight into statistical programme packages and learn the basic ideas of the implemented methods. Students will learn how to identify the correct statistical technique by focusing on the problem objective and data type;</p> <ul style="list-style-type: none"> <li>• how to compute the statistics using SPSS;</li> <li>• how to interpret results in the context of the problem.</li> </ul> <p>They should be able to continue their education independently and to understand and apply other methods from the literature.</p> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>• Students learn the responsible handling of statistical data analysis and are able to assess the significance of the statements.</li> <li>• They improve their ability to work focused and under time pressure.</li> </ul> <p><b>Personal competencies:</b></p> <p>Using case studies, students learn to understand and explain a statistical evaluation. In addition, their own presentation techniques and independent learning are required.</p>
<b>Contents</b>	<p>Introduction to SPSS</p> <p>Important inference methods of data analysis in business</p> <ul style="list-style-type: none"> <li>• Hypothesis testing</li> <li>• Comparing two populations</li> <li>• Analysis of variance</li> <li>• Assumptions, relationships</li> <li>• Nonparametric statistics</li> </ul>

	Discussion of results Conclusions and writing up statistical results
<b>Assessments</b>	Graded: Presentation (40%), project paper (60%)

<b>R. Social Entrepreneurship</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150
<b>Type/Teaching Method</b>	Seminar
<b>Language of instruction</b>	English
<b>Frequency</b>	Every Semester
<b>Course Coordinator/Instructor</b>	Dr. Lyubomyr Matsekh E-Mail: <a href="mailto:Lyubomyr.Matsekh-Ukrayinsky@Reutlingen-University.D">Lyubomyr.Matsekh-Ukrayinsky@Reutlingen-University.D</a>
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited
<b>Prerequisites:</b>	Tba.
<b>Course learning objectives:</b>	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will become familiar with theoretical and practical aspects of entrepreneurship.</li> <li>• They will be acquainted with the design thinking method and business model canvas.</li> <li>• They will also learn to identify, describe and apply the appropriate validation method for their start -up idea.</li> </ul> <p><b>Methodological competencies:</b></p>

	<ul style="list-style-type: none"> <li>Students will learn to apply the basic scientific method (make observations, formulate a problem statement, develop a hypothesis, design a testable prediction, gather data, test the prediction, refine/alter/expand/reject the hypothesis and develop a general action plan) in the field of entrepreneurship.</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>Students will enhance their oral and written communication, social inter-action and team working skills.</li> <li>They will learn how to respectfully cooperate in a competitive environment, be supportive of one another and base their action on facts and objective criteria.</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>Students will learn to critically reflect on and analyse their ideas, actions, specific personal skills and strengths. Through the self-reflection process, they will develop personal confidence and decision making skills.</li> </ul>
<b>Contents</b>	<p>The aim of this module is to sensitize the participants to the topic Entrepreneurship, to teach them the relevant skills for exploring, finding, developing and validating a business idea for a sustainable start-up. The students also learn the relevant soft skills to negotiate, pitch and present their start-up ideas to a jury panel and successful entrepreneurs (such as in the start-up event 'Move Your Idea').</p> <p>This module has two streams. In the first stream, course participants will start with a problem deep-dive. In the second stream, every team, once formed, will undergo several mentoring sessions on business model creation.</p> <p>This module consists of the following lectures:</p> <ul style="list-style-type: none"> <li>Introduction and process</li> <li>Sustainability and social entrepreneurship</li> <li>Observing and discovering</li> <li>Team Building/ Problem Framing/ Games</li> <li>Sustainable Business Models</li> <li>User research and interview training</li> <li>Personal development</li> <li>Customer journey mapping</li> <li>Ideation and concept creation</li> <li>Pitch Training_Attention</li> <li>Pitch Training_Believe</li> <li>Pitch Training_Care</li> <li>Hollywood pitch</li> <li>PITCH YOUR IDEA (internal pitching competition)</li> <li>MOVE YOUR IDEA (external pitching competition)</li> </ul>
<b>Assessments</b>	Graded: Written (70%) and oral (30%) project presentation

S. Digital Entrepreneurship	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 6 <sup>th</sup> Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Dr. Jan Tesch E-Mail: <a href="mailto:Jan.Tesch@Reutlingen-University.de">Jan.Tesch@Reutlingen-University.de</a>
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	<b>Principles of Strategic Management</b>
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will be provided with a hands-on methodological toolset in order to be enabled to act as an entrepreneur and lead a start-up from initial idea to a first seed-investor pitch.</li> <li>• Students will become familiar with theoretical and practical aspects of entrepreneurship in the field of digital business.</li> <li>• They will be acquainted with the Design Thinking method, Lean Startup, and agile working.</li> <li>• Students will get introduced to interviewing techniques and learn to identify and apply the appropriate validation method for their digital start-up idea.</li> </ul> <p>The module contributes to the profile in Strategy, Economics and digital business development.</p> <p><b>Methodological competencies:</b></p>

	<ul style="list-style-type: none"> <li>Students will learn to apply the basic scientific methods above into a practical setting (make observations, formulate a problem statement, develop a hypothesis, design a testable prediction, gather data, test the prediction, refine/alter/expand/reject the hypothesis and develop a general action plan).</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>Students will enhance their oral and written communication, social interaction and team working skills.</li> <li>They will learn how to respectfully cooperate in a competitive environment, be supportive of one another and base their action on facts and objective criteria.</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>Students will learn to critically reflect on and analyse their ideas, actions, specific personal skills, and strengths.</li> <li>Through the self-reflection process, they will develop personal confidence and decision-making skills.</li> <li></li> </ul>
<b>Contents</b>	<p>The aim of this module is to sensitize the participants to the topic Entrepreneurship, to teach them the relevant skills for exploring, finding, developing and validating a business idea in the field of digital business. The following topics will be covered:</p> <ul style="list-style-type: none"> <li>Technological advancements in IT as enabler for digital entrepreneurship</li> <li>The Internet of Things as a new economical paradigm</li> <li>Digital business models and business model innovation</li> <li>Lean Startup as a theoretical framework for digital entrepreneurship</li> <li>Digital Entrepreneurship in corporate contexts</li> <li>Systematic development of business ideas into business opportunities</li> <li>Validation of business opportunities and corresponding tools and methodologies</li> <li>Scaling of digital business</li> </ul> <p>Presenting the validated idea in an investor pitch to fund a start-up</p>
<b>Assessments</b>	Graded: Project presentation including submission of presentation slides (100

<b>T. New Product Development</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150

Type/Teaching Method	Seminar (online)
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Amir Ekhlassi, PhD. (online)
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	<b>Principles of Marketing</b>
Course learning objectives:	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies: (This Course focuses on marketing aspects and launch stage of New Product Development Process.)</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will become familiar with the new product development (NPD) process both in the context of corporations and start-ups.</li> <li>• They will learn how to devise a core strategic vision (CSV) at the product level.</li> <li>• They will become familiar with different types of product architecture and learn how product architecture and marketing decisions affect each other.</li> <li>• They will also learn to develop a “launch plan” for a new product</li> <li>• They will learn successful expansion paths via the “Leveraged Expansion Framework”.</li> <li>• They will learn how to define a superior “new service concept” using benefit and cost- side strategies</li> <li>• Students will be acquainted with the concept of “Vector of differentiation” (VOD) and learn to select a primary and a secondary VOD for a new product as a way to go next.</li> </ul> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will learn to solve complex tasks in new product development process: defining a new product concept and devise a launch plan; work with interdisciplinary methods and models from product design, marketing, services marketing, strategy, start-up creation, engineering and other related disciplines</li> </ul> <p><b>Social competencies:</b></p>

	<ul style="list-style-type: none"> <li>Students will enhance their oral and written communication, social interaction and team working skills.</li> <li>They will learn how to respectfully cooperate in a competitive environment, be supportive of one another and base their action on facts and objective criteria.</li> </ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"> <li>Students will learn to critically reflect on and analyse their ideas, actions, specific personal skills, and strengths.</li> <li>Through the self-reflection process, they will develop personal confidence and decision making and practical skills.</li> <li>Students present logical and convincing arguments; discuss topics and case studies on new product development and product launch responsibly on an expert level</li> </ul>
<b>Contents</b>	<ul style="list-style-type: none"> <li>New Product Development Process (Stage-Gate Model)</li> <li>Launch Plan</li> <li>Core Strategic Vision (CSV) at product level</li> <li>Product Architecture</li> <li>Successful Expansion Paths: The Leveraged Expansion Framework</li> <li>Start-up Growth</li> <li>Creating customer value: New service concept</li> <li>Moving from Service to solution and experience</li> <li>Achieving Sustained Differentiation Using Vectors of Differentiation (VOD)</li> </ul>
<b>Assessments</b>	<p>Continuous assessment in form of:</p> <ul style="list-style-type: none"> <li>Active class participation (20%)</li> <li>Case studies in team work with presentation (30%)</li> <li>Team work project (phase by phase) (50%)</li> </ul>

<b>U. Futures Thinking</b>	
<b>Study Program</b>	B.Sc. International Business
<b>Study level and semester</b>	Bachelor 6 <sup>th</sup> Semester
<b>ECTS Credits</b>	5 ECTS Credits
<b>Hours per week / total contact hours</b>	4 / 60
<b>Total hours of study</b>	150

Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Planned each semester
Course Coordinator/Instructor	Prof. Dr. Elizabeth Hofvenshiold
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p><b>Professional competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will become familiar with the basic concepts of futures thinking and anticipating change.</li> <li>• They will become familiar with change drivers, particularly in the area of emerging technologies.</li> <li>• They will learn how to use futures methodologies to support diverse business activities, such as strategic planning.</li> <li>• They will learn how to apply their insights about the future to a chosen business field.</li> </ul> <p><b>Methodological competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will learn to challenge their mental models in a methodological manner.</li> <li>• They will learn tools that will help them make sense of change and make decisions in times of uncertainty.</li> <li>• They will learn how to create ideas about preferred futures, how to develop a strategy to work towards the preferred future, and how to communicate their ideas through storytelling.</li> </ul> <p><b>Social competencies:</b></p> <ul style="list-style-type: none"> <li>• Students will enhance their oral and written communication, social interaction and team working skills.</li> <li>• They will learn how to respectfully cooperate in a complex and rapidly changing environment, be supportive of one another and base their action on facts and objective criteria.</li> </ul> <p><b>Personal competencies:</b></p>



	<ul style="list-style-type: none"> <li>• Students will learn to critically reflect on and analyse their ideas, actions, specific personal skills, and strengths.</li> <li>• Through the self-reflection process, they will develop personal confidence and decision making and practical skills.</li> </ul> <p>They will gain competency in linking futures insights to real life business situations, such as strategy planning or responsible product development, and with regard to their own career choices.</p>
<b>Contents</b>	<ul style="list-style-type: none"> <li>• Introduction to Futures Thinking</li> <li>• Understanding change – models of change, change drivers, assumptions of change, and implications of change</li> <li>• Selected tools of Futures Thinking: horizon scanning, 3 horizons, trend research, causal layered analysis, futures wheel, backcasting, and futures communication</li> <li>• Continuous observation and reflection on learning about change and how to prepare for uncertainty</li> <li>• Development of a preferred futures narrative based on change drivers</li> </ul>
<b>Assessments</b>	<p>Continuous assessment in form of:</p> <ul style="list-style-type: none"> <li>• Active class participation and attendance (20%)</li> <li>• Project work (preferred futures narrative, methodology taught in course) within a team with presentation (40%)</li> <li>• Journal (template provided) and reflective essay (c. 1500 words) (40%)</li> </ul>

## Business & culture courses – Descriptions

<b>Course number:</b>	<b>International Business with Case Studies in Industry</b>
<b>Study Program</b>	International Exchange Student non-degree seeking
<b>Study level and semester</b>	(Offerings within the International Study Program 2022)
<b>ECTS Credits</b>	4
<b>Hours per week / total contact hours</b>	4 per week
<b>Total hours of study</b>	
<b>Type/Teaching Method</b>	This course has two parts. First the course examines the practice of management within Europe. The course takes a multi- organizational perspective and places the practice of management in a global perspective. The second part of the course uses a series of videotapes to augment the study of multinational enterprises (MNEs)
<b>Language of instruction</b>	English
<b>Frequency</b>	Winter semester only
<b>Course Coordinator/Instructor</b>	Prof. Baldur H. Veit, LL.D.; Assessor phil., Director of International Studies, Prof. of Management (Kettering University, Flint, MI, USA )
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited  None
<b>Prerequisites:</b>	Senior Standing
<b>Course learning objectives:</b>	To provide the students with a contrast to American style of management. To provide the students with an expanded view of management
<b>Contents:</b>	German Unification: Demographics, Economic System, Import / Export; How to incorporate in Europe, Social Security System in Germany, Germany and the European Union, The Dual System of Vocational Training in Germany, German Industry on the Road of Globalization, German-American Trade Relations, Automotive Industry in Germany

<b>Textbooks:</b>	Essential: All handouts will be provided by the professor
<b>Assessment</b>	Graded: oral exam, presentation etc.

<b>Course number:</b>	<b>Germany within Europe - Past and Present</b>
<b>Study Program</b> <b>Study level and semester</b>	International Exchange Student non-degree seeking (Offerings within the International Study Program 2022)
<b>ECTS Credits</b>	4
<b>Hours per week / total contact hours</b>	4 per week
<b>Total hours of study</b>	
<b>Type/Teaching Method</b>	Seminar style lecture, Regular attendance and regular reading of current newspaper and magazine texts is required.
<b>Language of instruction</b>	English
<b>Frequency</b>	Summer semester and Winter semester
<b>Course Coordinator/Instructor</b>	Udo Stelzer, M.A. (University of Tübingen, American Studies, Geography and Political Science); visiting assistant professor at Tufts University; former Resident Coordinator of California State University International Program; Academic Advisor, Washington University
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited  None
<b>Prerequisites:</b>	
<b>Course learning objectives:</b>	To create a thorough understanding of themes and trends in Germany today, based on the historical and cultural legacy of a nation on the crossroad of European history.

<b>Contents:</b>	Europe in the Middle-Ages; Becoming a Nation; German American Migration; From the 1st Reich to the 3rd Reich; Myth of the "Zero" Hour; The economic miracle; Revolutions - from 1968 to 1989; The "new" Germany;
<b>Recommended reading</b>	AXELROD, Alan; PHILLIPS, Charles: What everyone should know about the 20 <sup>th</sup> century, Adam Publishing, Holbrook MA, 1995 DOREN, Charles van: A History of Knowledge, The pivotal events, People and Achievements in World History, Ballentine Books, New York, 1992 TARNAS, Richard: The Passion of the Western Mind, Understanding ideas that shaped the Western World View, Random House, Toronto, 1993
<b>Assessment</b>	Students will be tested on the course material by means of two written tests (midterm and final). Midterm 30%; Final 50%; Attendance, Participation 20%

<b>Course number:</b>	<b>Principles of European Business Law</b>
<b>Study Program</b>	International Exchange Student non-degree seeking
<b>Study level and semester</b>	(Offerings within the International Study Program 2022)
<b>ECTS Credits</b>	4
<b>Hours per week / total contact hours</b>	4 per week
<b>Total hours of study</b>	
<b>Type/Teaching Method</b>	An integrated system of courses and practical sessions in the form of case discussions focusing on decisions of the European Commission and European Court of Justice. Cases of particular importance will be distributed and students will be requested to prepare some of them independently at home.
<b>Language of instruction</b>	English
<b>Frequency</b>	Winter semester
<b>Course Coordinator/Instructor</b>	Prof. Dr. Bernd E. Banke
<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited  None
<b>Prerequisites:</b>	

<b>Course learning objectives:</b>	This course is designed to provide international students with a framework to understand the European Union. The legal system in the new European Union serves as a vehicle to explain this economic system.
<b>Contents:</b>	Introduction The Institutions of the European Union The Community Law Fundamental Rights Competition Law/Industrial Policy Company Law in the European Union
<b>Textbooks</b>	Handouts provided by professor. Literature used will be introduced during the first meeting
<b>Assessment</b>	A two hour written exam at the end of the semester

<b>Course number:</b>	<b>Lean Management</b>
<b>Study Program</b>	International Exchange Student non-degree seeking
<b>Study level and semester</b>	(Offerings within the International Study Program 2022)
<b>ECTS Credits</b>	4
<b>Hours per week / total contact hours</b>	4 per week
<b>Total hours of study</b>	
<b>Type/Teaching Method</b>	Seminar style lecture (40%), Workshops (10%)
<b>Language of instruction</b>	English
<b>Frequency</b>	Winter semester
<b>Course Coordinator/Instructor</b>	Martin Burgbacher, Chief Project Expert, SAP Dirk Schmidt, Senior Project Manager, ebm-papst

<b>Restrictions (if applicable)</b>	Admission capacity for this course is limited  None
<b>Prerequisites:</b>	
<b>Course learning objectives:</b>	At the end of the course students should be able - to understand the concepts of Lean Management, Total Quality Management and Business Process Reengineering -to apply tools and techniques to analyze and optimize business and production processes - to provide knowledge about Change Management process.
<b>Contents:</b>	This course is designed to provide American students with a framework to understand Lean Management, Total Quality Management and Business Process Reengineering  - Lean Management - Total Quality Management - Reengineering - Change Management
<b>Textbooks</b>	Handouts provided by professor. Literature used will be introduced during the first meeting
<b>Assessment</b>	A two hour written exam at the end of the semester

