

Bachelor of Science

International Operations and Logistics Management and Production Management



Preliminary list of Core Courses (taught in English) for Exchange Students 2019/2020



General information on core courses

Dear exchange student: You may select your subjects out of the core courses listed below.

In this course catalogue, you will find core courses offered for exchange students in our IOM Bachelor programmes. You will find additional courses in our course catalogue for additional courses ("satellites").

How to register for the core courses

What	Deadline winter semester	Deadline summer semester	Where/ with whom
Application deadline	15 May	15 November	Your respective exchange coordinator
Preliminary course selection	15 July	15 January	Your respective exchange coordinator
Course counselling	September/ October	March	Your respective exchange coordinator
Final course selection Please confirm your course selection, after this date no add/ drop of courses due to team assignments etc.	Friday, 18 October 2019	Friday, 27 March 2020	Your respective exchange coordinator

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International Operations Management – Core Courses for Exchange students

Core courses for exchange students

- ... are offered without overlapping
- ... end in December (for the winter semester) or in July (for the summer semester)
- ... are taught in English.

Title	Semester level	ECTS Credits	Course start summer semester	End of course summer semester	Course start winter semester	End of course winter semester
Change Management*	Exchange students	6	March	June/July	October	December
Intercultural Management	Exchange students	6	March	July	October	December
Corporate Finance	Exchange students	6	March	June/July	October	December
Supply Chain Management Fundamentals	Exchange students	6	March	June/July	October	December
Strategic Management	Exchange students	6	March	June/July	October	December
International Marketing*	3 rd year	6	March	July	October	December
Business Management, Management Accounting and Control*	3 rd year	6	March	July	October	December
Human Resources and Organisational Behaviour*	3 rd year	6	March	July	October	December
Lean Management*	3 rd year	6	March	June/July	October	December

* Limited spots available – the places will be allocated on a “first come, first served”-basis (if necessary).



1. Change Management

Module number	CC 1
Semester	Exchange
Frequency	Every semester
Prerequisites	none
Level	Undergraduate
Lecturer	Claudia Drews
Language of lectures	English
Credits (ECTS)	6
Total work load	180 hours
Contact hours/week	4hrs /week / 60 contact hours
Assessment	Exam (2 hrs)
Teaching method	Lectures with integrated case studies and a project, which has to be worked on in teams.
Learning outcome	<p>The primary aim of the course is that by the end students are in the position to put into practice the strategy of change management in Business Process Reengineering (BPR). After completing this class, students will be in the position to:</p> <ul style="list-style-type: none"> • Identify business and logistics processes which are suitable for BPR • Apply techniques and methods to measure the efficiency and effectiveness of business processes • Understand strategies and procedures as to how such a business process can be fundamentally optimised and newly configured • Be able to carry out planned changes and deal with any resistance
Contents	<p>Keywords: quality management- TQM – lean management - BPR, process mapping, Value stream mapping, interview techniques, tools for process analysis, management of BPR projects, creative solutions, change management, conflict management and dealing with resistance.</p>
Recommended literature	<p>Basics:</p> <ul style="list-style-type: none"> • Mike Hammer: The reengineering revolution: A handbook. Harper Business, 1995 <p>Further reading:</p> <ul style="list-style-type: none"> • Best, Eva, Weth, Marting: Geschäftsprozesse optimieren. Gabler Verlag, 2. überarb. Aufl. 2005 • Lofts, Norman: Process Visualization, Wiley & Sons, 2002 • Scheer, August-Wilhelm, Abolhassai, Ferri: Business Process Change Manag, Springer Verlag Berlin, 2003 • Holger Regber u.a.: Change Management in der Produktion:, Moderne Industrie Verlag, 2001

2. Intercultural Management

Module number	CC 2
Semester	Exchange
Frequency	Every semester
Prerequisites	Good English language ability, some initial experience with other cultures or for those coming from a non-German cultural background
Level	Undergraduate
Lecturer	Baldur Veit, Milenka Plavec
Language of lectures	English
Credits (ECTS)	6
Total work load	180 hours
Contact hours /week	4 SWS
Assessment	Presentation and written composition
Teaching method	Lectures, homework and presentations
Learning outcomes	<p>The aim of this class is to bring students closer to different cultural behaviour and intercultural business relationships. Raising awareness of foreign cultures and behaviour patterns is the primary aim of the class. After this class students should be in the position to:</p> <ul style="list-style-type: none"> – Evaluate the influence of intercultural differences in international business relationships and adapt their behaviour according to these differences, – Prepare themselves appropriately in advance for new intercultural situations, – Understand the influence of cultural differences on management strategies as well as the company's goals and structure.
Contents	<p>Intercultural comparison of values</p> <ul style="list-style-type: none"> • Aspects of intercultural leadership behaviour • Characteristics of intercultural team work • Intercultural HR management and development • Intercultural conflict management • Synergetic effects <p>Specific cultural knowledge transfer for selected industrialised countries and emerging markets in the areas of cultural history, politics, religion, ethics, rules of society, economic background, behavioural and communication rules as well as conducting negotiations</p>
Indicative reading list	<p>Basics:</p> <ul style="list-style-type: none"> – Béatrice Hecht-El Minshawi/Jutta Berninghausen „Interkulturelle Kompetenz“ (Managing Cultural Diversity), 2007 – Marie-Joëlle Browaeys und Roger Price „Understanding Cross-Cultural Management“, 2008 – Hofstede, Geert and Geert Jan Hofstede “Cultures and Organizations – Software of the Mind”, 2005 – Luthans/Doh “International Management, Culture Strategy, and Behavior”, 2009

3. Corporate Finance

Module number	CC 3
Year / Semester	Exchange
Frequency	Every semester
Prerequisites	None
Level	Undergraduate
Lecturer	Prof. Dr. Andreas Taschner, Prof. Johanna Bath
Language of lectures	English
Credits (ECTS)	6
Total workload	180 hours
Contact hours /week	3hrs /week / 45 contact hours
Assessment	1hr exam (70%), presentation (15%), continuous assessment (10%), case study (5%) Attendance mandatory!
Teaching method	Lectures and interactive format
Learning outcome	Through this course, students gain a basic understanding of the principles of corporate finance (investment and financing). Professional skills: Students will understand and master the basics of corporate finance and recognize the relevance of financial decisions for entrepreneurial activities. Multidisciplinary skills: Students will be able to apply concepts of corporate finance in specific business situations. Students will be able to identify the strengths and weaknesses of different approaches and reflect and identify appropriate methods. Students will be able to edit and solve schematic problems of medium complexity in small groups. Social skills: Students will be able to identify potential conflicts between economically advantageous business decisions and ethical behavior and can critically reflect on them.
Contents	<ul style="list-style-type: none"> • The role of finance and investment decisions in enterprise, relevance of finance and investment for company management and company goals • Fundamentals of corporate financial management • Management of corporate capital and the different types of capital • Cost of capital • Financing options and overview of main sources of capital • Investment appraisal techniques • Measures of investment attractiveness (NPV, IRR, pay back, etc.) • Fundamentals of capital budgeting • The role of risk in corporate finance
Indicative reading list	<ul style="list-style-type: none"> • Pyles, Mark K. Applied Corporate Finance. (2014). Springer. • Gotze, U. Investment Appraisal. (2015). Springer.

4. Strategic Management

Module number	CC 4
Year / Semester	Exchange
Frequency	Every semester
Prerequisites	None
Level	Undergraduate
Lecturer	Prof. Dr. Jan Oliver Schwarz
Language of lectures	English
Credits (ECTS)	6
Total hours of study	180 hours
Contact hours /week	4hrs /week / 60 contact hours
Assessment	Presentation and Report
Teaching method	Lectures / Seminars In many practical group tasks the students will apply strategic tools to real business situations and transfer knowledge into applicable solutions.
Learning outcome	Strategic Management is an analytical and creative process in leading and developing an economic organization in modern societies. To approach the complexity of a globalized business world the students will learn how to build a strategic framework and how to develop corporate strategies.
Contents	<ul style="list-style-type: none"> • Corporate normative foundation (Vision, Mission and Values) • Strategic target system • Significance of strategic business fields and core competences • Value-based management vs. values-based management <ul style="list-style-type: none"> ○ Developing of strategic options ○ Developing process of strategies and the strategic plan ○ Environmental analyses and strategic concepts • Strategic marketing <p>Strategic innovation management.</p>
Recommended literature	<ul style="list-style-type: none"> • The Quintessence of Strategic Management: What You Really Need to Know to Survive in Business (2016) Kotler, Philip; Berger, Roland; Bickhoff, Nils. Series: Quintessence Series. Edition: Second Edition. Heidelberg : Springer. • Strategic Management (2002) Scholz, C., Zentes, J. • Strategic International Marketing (2015) Morschett, D., Schramm-Klein, H., Zentes, J. • Strategic Innovative Marketing (2017) Kavoura, A. (Ed), Sakas, D. P. (Ed), Tomaras, P. (Ed)

5. Supply Chain Management Fundamentals

Module number	CC 5
Year / Semester	Exchange
Frequency	Every semester
Prerequisites	None
Level	Undergraduate
Lecturer	Jürgen Waas
Language of lectures	English
Credits (ECTS)	6
Total work load	180 hours
Contact hours /week	4hrs /week / 60 contact hours
Assessment	Exam (2 hrs) und presentation (20% of grade)
Teaching method	Lectures / Seminars
Aims / learning outcome	<p>In this class, students learn the challenges but also the opportunities of logistics in international surroundings and learn to evaluate different value chains from a financial and client perspective.</p> <p>After this class students will be in the position to evaluate risks and opportunities in logistics networks in different markets, design international logistics networks and to evaluate them with mathematical methods, understand how to manage and optimize these networks from the company point of view.</p>
Contents	<p>Basics: What is a supply chain, what is supply chain management; challenges and opportunities in supply chain management; Customer und Shareholder Value</p> <p>External drivers of change: Technology life cycle, industry clock speed, mega trends.</p> <p>Internal drivers of change – System dynamics, beer game</p> <p>Description of the supply chain with SCOR</p> <p>Management, process and product restructuring of the entire supply chain; Push and Pull; finance view of SCM; industry specific supply chain</p> <p>Management, process and product restructuring in manufacturing, purchasing (Inbound), distribution (Outbound), transport network and cooperation between partners from a supply chain point of view</p>
Indicative Reading List	<p>Basics:</p> <p>Simchi-Levi, D./Kaminsky, P./Simchi-Levi, De: Designing and Managing the Supply Chain, Concepts, Strategie & Case Studies, 6nd edition. New-York: McGraw-Hill, 2003</p> <p>Christopher, M.: Logistics and Supply Chain Management. Creating Value-Adding Networks, Prentice Hall, 2004</p> <p>Corsten, D / Gabriel, C. (2002): Supply Chain Management erfolgreich umsetzen. Berlin: Springer</p> <p>Wisner, J.; Leong, K; Than, K-C (2005): Principles of Supplly Chain Management. A balanced Approach: Thomson South-Western</p>

Further Literature

Fine, C.H. (1998): Clockspeed: winning industry control in the age of temporary advantage. New York: Basic Books.

Moore, G. A. (2002): Crossing the chasm: Marketing and selling high-tech goods to mainstream customers. New York, USA: Harper Business



6. International Marketing

Module number	CC 6
Semester	6
Frequency	Every semester
Prerequisites	Basic understanding of marketing
Level	Undergraduate
Lecturer	Milenka Plavec
Language of lectures	English
Credits (ECTS)	6 ECTS
Total Work Load	180 hours
Contact Hours /Week	4 HPW
Assessment	Two-hour exam
Teaching method	Lecture
Learning Outcomes	<p>Professional competencies: Students will acquire the theoretical foundations of international marketing and knowledge of current trends and challenges of cross-border marketing.</p> <p>Multidisciplinary skills: In the accompanying case studies and exercises, students learn the practical application of the methods and tools of international marketing and are therefore able to cope with practically relevant tasks.</p> <p>Social skills: Group discussions, practical exercises, and the handling of current case studies promote teamwork, effective group work with other students, and respect for one another. Students learn to represent their own opinion even against resistance. Ethical aspects of international marketing will be discussed.</p> <p>Personal skills: Students will learn to work in teams and enhance their solution and decision-making ability by working on and discussing current issues.</p>
Contents	<ul style="list-style-type: none"> • Internationalization as a marketing challenge • Information bases in international marketing • International marketing concept <ul style="list-style-type: none"> - Target definition - Market selection and segmentation - Strategy development - Identify measures • Implementation of international marketing • Marketing control
Indicative Reading List	<ul style="list-style-type: none"> • Ghauri, P., Cateora, R.: International Marketing, 2010 • Kotabe, M., Helsen, K.: Global Marketing Management, 4th Edition, 2010 • Kotler, P., Armstrong, G.: Principles of Marketing, 14th Edition 2012



7. Business Management, Management Accounting and Control

Module number	CC 7
Semester	Semester 6
Duration of Module	1 semester
How Frequently is Module Offered	Every semester
Admission Requirements	
Level	Undergraduate
Lecturers Name	Prof. Dr. Johanna Bath
Teaching Language	English
Credits (ECTS)	6 ECTS
Total Work Load	180 hours
Contact hours /week	4 SWS
Assessment	Two-hour written exam and continuous assessment
Teaching methods	Seminar lectures, case studies, and role playing
Learning Outcomes	<p>Professional skills: Students will have a basic understanding of the role and responsibilities of corporate management in companies and recognize the interfaces for controlling and support functions. Students also understand the essential controlling instruments and their typical applications.</p> <p>Methodological skills: Students can methodically attack a problem, derive concrete tasks, and propose a suitable solution with scientific methodology in order to implement the solution themselves.</p> <p>Multidisciplinary skills: Students will be able to link theoretical concepts with real environments (companies), adapt theoretical models of corporate management and controlling to a specific business situation, and perform simple empirical research tasks.</p> <p>Social skills: Students develop a variety of skills: self-organization, problem solving, and the ability to work on project management in small groups.</p> <p>Personal skills: Students learn to act responsibly towards other group members.</p>
Contents of Module	<p>The role of corporate governance in execution, basic tasks, and management methods.</p> <p>Controlling systems:</p> <ul style="list-style-type: none"> • Applications of controlling • Tasks and instruments of controlling • Understanding controlling and controlling loops <p>Selected topics:</p> <ul style="list-style-type: none"> • Performance measurement systems and performance management • Budgeting systems • Planning and controlling in a company
Indicative Reading List	<p>The latest edition of the following books is recommended:</p> <ul style="list-style-type: none"> • Dillerup, R. / Stoi, R.: Unternehmensführung • Weber, J. / Schäffer, U.: Einführung in das Controlling • Horváth, P. : Controlling • Küpper, H.-U. : Controlling



8. Human Resources and Organisational Behaviour

Module number	CC 8
Semester	6
Frequency	Every semester
Prerequisites	None
Level	Undergraduate
Lecturer	Prof. Dr. Hazel Grünewald, Ursula Wiehl-Schlenker
Teaching Language	English
Credits (ECTS)	6
Total Work Load	180 Hours (4 HPW/60 contact hours, 120 self-study hours)
Contact Hours /week	4HPW
Assessment	Homework and continuous assessment
Learning Outcomes	<p>Professional competencies: Understanding of key concepts, models, and practices within the field of HR and organizational behavior such as selection, personality, motivation, performance management, team dynamics and effectiveness, organizational learning, decision-making, leadership, organizational design, culture, and change management. Understanding of how theories can be used in practical applications.</p> <p>Methodological competencies: Competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards. The ability to stand back and view complex situations in perspective and to think critically about organizations and what happens in them.</p> <p>Social competencies: Presentation and teamwork skills (through group work and group presentations).</p> <p>Personal competencies: Awareness of the necessary skills to realize an academic project; competence to evaluate other student's academic projects and presentations.</p>
Contents of Module	<p>The purpose of this course is to learn how to manage people in organizations. Understanding organizational behavior (OB) (at both the individual and organizational levels) and human resource management (HRM) is key to being an effective manager. This course uses an integrative approach to help students understand, predict, and influence how individuals behave at work.</p> <ul style="list-style-type: none"> - In addition, students will be provided with the tools to attract, select, and retain the right employees, while recognizing the role of the organization's culture and strategy and the impact of external forces. This course will use HRM practices to illustrate the importance of understanding OB theories. Many real world examples will be used to provide a relevant and rich learning experience.
Teaching and Learning Methods	<ul style="list-style-type: none"> - Lectures with case studies, videos, group work, exercises, student presentations, and discussions
Indicative Reading List	<p>Human Resource Management:</p> <ul style="list-style-type: none"> • Armstrong, Michael. (2012). Armstrong's Handbook of Human Resource Management Practice. 12th edition. London: KoganPage • Bosselie, Paul. (2010). Strategic Human Resource Management: A Balanced Approach. Maidenhead: McGraw-Hill Higher Education



- Millmore, Mike, Lewis, Philip, Saunders, Mark et al. (2007): Strategic Human Resource Management: Contemporary Issues. Harlow: Prentice Hall.

Organizational Behavior:

- Buelens, Marc.; Sinding, Knud; Waldstrøm, Christian et al. (2011): Organisational Behavior. 4th Edition. Berkshire: McGraw-Hill Higher Education.
- Gerrig, Richard J., Zimbardo, Philip, Svartol, Frode et al. (2012): Psychology & Life. 18th Edition. European Adaptation Edition. Harlow: Pearson
- Gully, Stanley M., Phillips, Jean M. (2014): Organizational Behavior: Tools for Success. 2nd Edition. International Edition. South-Western: Cengage.
- McShane, Steven L.; von Glinow, Mary Ann. (2010): Organizational Behavior: Emerging Knowledge and Practice for the Real World. 5th Edition & International Edition. New York: McGraw-Hill Higher Education.
- Robbins, Stephen P.; Campbell, Timothy; Judge, Timothy A. (2013): Organizational Behavior. 15th Edition. Upper Saddle River: Pearson.



9. Lean Management

Module No.	SC 9 / 22c or 23c Produktion
Semester	6
Duration of Module	1 semester
Courses Included in the Module	Lean Management
How Frequently is Module Offered	Every semester
Admission Requirements	Advanced knowledge of production management and logistics, basic knowledge in supply chain management.
Level	Undergraduate
Lecturers Name	Prof. Dr. Johanna Bath
Teaching Language	English
Credits (ECTS)	6 ECTS
Total Work Load	180 hours
Contact Hours /week	4 HPW
Type of Exam / Requirement for Credits	Two-hour exam and continuous assessment
Learning Outcomes	<p>Structuring change is a key competence for a product manager in an international environment. In a company, lean thinking processes allow businesses to quickly and flexibly respond to new operational challenges and minimize complexity. After the successful completion of this module, students will be more aware about the significance of lean management. Students will know the necessary tools and measures to create and apply lean processes. In addition, students are also aware of the positioning and sustainable assurance of a holistic lean thinking process.</p> <p>Professional Skills: Students will know the philosophy of lean management as well as the key tools and measures to create lean processes in production, administration, and development.</p> <p>Multidisciplinary skills: Through practical case studies, simulations, and case examples, students can apply different tools to evaluate their success and adapt if necessary.</p> <p>Social skills: The development of results in a team with a subsequent presentation promotes teamwork and communication skills.</p> <p>Personal skills: The lectures and the presentation are held in English, which improves the language skills of participants.</p>
Contents of Module	<ol style="list-style-type: none"> 1. Supply Chain Management 2. Lean Enterprise Management 3. Lean Manufacturing 4. Lean Administration 5. Lean Development 6. Management of Change
Teaching and Learning Methods	Different teaching methods will be used. In addition to conveying the theoretical foundations, the subject is applied and explained in practical team case studies and exercises. In conclusion, a comprehensive supply chain and production process optimization based on a real problem is

	<p>described. In terms of solution development process, students have to apply the content learned in practice. At the same time, they have to deliberate on the application of lean management methods in relation to an adequate design of change management.</p>
<p>Indicative Reading List</p>	<ul style="list-style-type: none"> • Rother, Mike: Die Kata des Weltmarktführers. Campus Verlag 2013. • Womack, James P., Jones, Daniel T.: Lean Thinking – Ballast abwerfen, Unternehmensgewinne steigern, Campus 2013. • Meier, David; Liker, Jeffrey: Der Toyota Weg. Finanzbuchverlag 2007. • Regber, Holger; Zimmermann, Klaus: Change Management in der Produktion. MI Fachverlag Landsberg, 2007. • A. Smalley: Produktionssysteme glätten: Anleitung zur Lean Production nach dem Pull-Prinzip - angepasst an die Kundennachfrage, Lean Enterprise Institute, 1. Auflage 2005. • Goldratt, Eliyahu Moshe; Cox, Jeff: The Goal- A process of ongoing improvement. 3rd revised edition (1st Edition 1984), 20th Anniversary Edition. The North River Press, Great Barrington, MA, USA. 2004. • May, Constantin; Schimek, Peter: Total Productive Management: Grundlagen und Einführung von TPM - oder wie Sie Operational Excellence erreichen. Ansbach: CETPM Publishing, 2008. • Höfer, Stephan; Geldmann, Udo; Spanagel, Stefanie: Wertstromdesign Lean Production. Das Handbuch für die Praxis. Herausgeber Effizient zum Erfolg GbR, Böhmenkirch. Auflage 2, 2011. • Wiegand, Bodo; Franck, Philip: Lean Administration. Lean Management Institut Aachen, 2006.

