



Hochschule  
für Wirtschaft und Gesellschaft  
Ludwigshafen

# **INTERNATIONAL AFFAIRS**

## **CLASSES IN ENGLISH**

### **BACHELOR AND MASTER BUSINESS ADMINISTRATION**



**Wintersemester 2022 / 2023**

Version 20<sup>th</sup> September 2022 - This course booklet is  
subject to modifications – some information could  
change during the semester

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## 1) Departments

The departmental structure of Ludwigshafen University of Business and Society reflects the most important areas of business and management:

### Department I

- Management, Controlling, Health Care

### Department II

- Marketing and Human Resource Management

### Department III

- Services and Consulting

### Department IV

- Social Work and Health Care

## 2) Study Program

Each department offers a specialized study program. Students have the opportunity to choose among the following Bachelor and Master programs:

### BCO/BCM/BIM

- Controlling, Management & Information

### M

- Marketing

### IPO

- International Human Resource Management and Organization

### IBM

- International Business Management (East Asia)

### BC

- Business Taxation and Auditing

### BF

- Financial Services and Corporate Finance

### BL

- Logistics

### BW

- Consulting and Business Information Technology

- Nursing Education

- Social Work

## **MCO**

- Master of Controlling

## **MIM**

- Innovation Management

## **HCM**

- Health Care Management

## **IMM**

- International Marketing Management

## **IHRM**

- International Human Resource Management

## **MFA**

- Finance and Accounting

## **MLO/MLC**

- Logistics

## **MW**

- Business Information Technology with a focus in Information Management and Consulting

- Social Work & Health Care

Incoming students may take part in a variety of courses offered within the before mentioned programs.

### 3) Important things to know

#### ...for a successful course choice

- Please choose the lectures you are interested in or those your home university recommends and acknowledges (learning agreement) and book your lectures via the “**anny**” system before Monday 26 September 2022.
- You can make **changes** of your course choice during the first two weeks of the semester (deadline: Friday 7 October 2022). In this case please cancel your original booking in anny, so that the place is free again for other students.
- Please do not forget to ask your home university concerning the recognition/acceptance of new chosen courses ( → Learning Agreement if applicable, usually only for ERASMUS students).
- **Avoid overlapping in your course choice**  
Class attendance is important, also in online courses; therefore please keep in mind to avoid **OVERLAPPING** in your course choice, which are possible as you can choose courses of different faculties and different courses of studies.
- Please double check the lecture details (date, time) daily in the “Hochschulportal” / LSF as those might be subject to changes during the first weeks of the semester.

You have to take care about your own personal schedule!

You are responsible to know your lecture times and exam dates!

**80% attendance is mandatory for each course. Further course requirements can be found in the course descriptions.**

#### ...for the exams (exam period ends 4<sup>th</sup> February 2023)\*

- Please arrive to the exam room at least **15 minutes before** the scheduled start of the exam.
- Please have your **student card** and your ID-card with you for identification (put it in a clearly visible place on your table).
- Before the exam starts, please take all the things you need for the exam (pens, calculator (if allowed), something to drink, etc.) out of your bag and put your bag and your jacket in the front or in the back of the room. You are not allowed to keep these things at your table.
- You are **not allowed** to use a **pencil** (except the lecturer explicitly says so).
- If you are ill on an exam day, you have to submit a medical certificate or signed letter from a doctor that certifies your illness on this day within three days after the exam. If you fail to submit proof of illness, you will fail the exam (exam mark of 5.0).
- If you need to use the restroom during an exam, please note that you have to inform the supervising person in charge.
- **Cellphones** are **not allowed** during an exam. Please turn your cellphone off and leave it in your bag. If you need to know the time, please bring a watch or ask the supervision person in charge.

**\*If you decide to leave Ludwigshafen earlier, it is on your own risk. It is not possible to arrange individual exam dates.**

#### 4) Business Courses in English (Bachelor)

##### Department 1

##### Controlling, Management and Information

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BMC 431D*</b>	ERP Systems (Introduction to SAP/R3) <b>Max. 20 students</b>	Prof. Dr. Hannig	Tue	from 27.09.2022 until 03.01.2023	10:00 - 11:30	A304
<b>BIM 431</b>	International Management <b>Max. 12 students</b>	Prof. Dr. Lacher	Wed	from 28.09.2022 until 04.01.2023	08:15 – 09:45	E014
<b>BIM 522</b>	International Corporate Strategy <b>Max. 12 students</b>	Prof. Dr. Lacher	Mon	from 26.09.2022 until 02.01.2023	08:15 – 09:45	online
<b>BIM 541</b>	International Human Resource Management	Dr. Möbius	Tue	from 27.09.2022 until 03.01.2023	16:00 – 17:30	E1109
<b>BIM 552</b>	International Procurement & Supply Chain Management	LB Schneider	Mon	from 26.09.2022 until 02.01.2023	16:30 – 18:00	E1109

##### Department 2

##### International Human Resources and Organization

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>P 234</b>	Practical Exercises and Cases in Management Decisions <b>Max. 5 students</b>	Prof. Dr. Martin	Tue	from 15.11.2022 until 03.01.2023	14:15 – 15:45	E115
<b>P 341</b>	International Human Resource Management	LB Dr. de Carvalho Hartmann	Fri	from 30.09.2022 until 06.01.2023	17:40 – 19:10	online

\* Course only for incoming students.

The lecture will be partly in German, partly in English.

### Marketing

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>M 221</b>	Communications Management <b>Max. 10 students!</b>	Prof. Dr. Ruger - Muck	Thu	from 29.09.2022 until 10.11.2022 + 03. +10.11.2022	10:00 – 13:15 08:15 -09:45	A105
<b>M 311</b>	Brand Management <b>Max. 5 students!</b>	Prof. Dr. Gunther	Thu	from 06.10.2022 until 05.01.2023 + 07.10.2022	10:00 – 11:30 10:00 – 11:30	E1109 online
<b>M 321+ M 322</b>	Sales Management + CRM	Prof. Dr. Ehm	Thu	29.09.2022-30.09.2022 & 20.10.2022 – 21.10.2022 & Fri: 02.12.2022	08:15 – 17:30	E041

### International Business Management (East Asia)

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>C 331</b>	International Business Law	Prof. Dr. Darimont	Fri	from 30.09.22 until 06.01.23	11:45 – 13:15	East Asia Institute – room Tokyo/ Beijing

### Department 3

#### Financial Services an Corporate Finance

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BFI 521</b>	Risk Management (Theory)	Prof. Dr. Jamin	Mon	from 26.09.2022 until 02.01.2023	16:00 – 17:30	E013
<b>BFI 522</b>	Treasury and Risk Management (ERP/Practice)	Prof. Dr. Pohl	Tue	from 27.09.2022 until 03.01.2023	10:00 – 11:30	online

#### Logistics

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BLO 312</b>	Production Planning	Prof. Dr. Muller	Wed	from 28.09.2022 until 04.01.2023	10:00 – 11:30	E128a

### Consulting and Business Information Technology

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BWI 401</b>	Consulting Management Skills <b>Max. 15 students!</b>	Prof. Dr. Selchert	Wed	from 28.09.2022 until 04.01.2023	10:00 – 11:30	B005
<b>BWI 402</b>	Analytic Consulting Skills <b>Max. 15 students!</b>	Prof. Dr. Selchert	Wed	from 28.09.2022 until 04.01.2023	11:45 – 13:15	B005
<b>BWI 551</b>	English for IT	Prof. Dr. Dorrhauer	Fri	30.09.2022 from 07.10.2022 until 30.12.2022	08:15 – 09:45 10:00 - 11:30	E1112

### 5) Special: only for incoming students

Course description	Lecturer	Day	Date	Time	Room
Current Economic Issues of the European Union	LB Papastamatelou	Tue	from 04.10.2022 until 15.11.2022	08:15 – 11:30	E81b
Changes within the EU in the face of “Brexit”	LB Papastamatelou	Fri	from 07.10.2022 until 28.10.2022 + 4. + 11.11.2022	10:00 – 13:15	E81b E81
European Challenges: Effects of the Enlargement of the European Union	LB Papastamatelou	Tue	from 04.10.2022 until 15.11.2022	14:15 – 17:30	E81b
English Business Skills	LB Bilgili	Fri	from 30.09.2022 until 06.01.2023	16:00 – 17:30	online
Germany Today: political, economic, cultural and historical aspects	LB Münch	Tue	27.09.2022 + 11.10.2022 + 22.11.2022 + 06.12.2022  Sat: 12.11.2022 + 19.11.2022	08:15 – 09:45  Sat: 10:00 – 16:00	E82
Introduction to Marketing	Dr. Klüver-Beck	Wed	from 28.09.2022 until 21.12.2022	08:15 – 09:45	A301
Workshop “Academic Writing and Presentation Techniques”	LB Ablaß	Sat	15.10.22	10:00 – 15:00	A105
International Finance and issues of the World Economies nowadays	Prof. Dr. Mirjana Stojanovic Trivanovic Guest lecturer from Bosnia Herzegovina	Wed	05.10.22	14:15 - 15:45	B005
		Fri	07.10.22	14:15 - 17:30	B005
		Wed	12.10.22	14:15 - 17:30	B006
		Fri	14.10.22	14:15 - 15:45	B005
		Mon	05.12.22	14:15 - 15:45	B005
		Fri	09.12.22	14:15 - 17:30	B005
		Mon	12.12.22	14:15 - 15:45	B005
Wed	14.12.22	14:15 - 17:30	B005		
Workshop: Alternative drive technologies – is E-Mobility always the best option? <b>Max. 18 students</b>	Prof. Dr Bongard	Wed	05.10.22	14:00 – 17:30	E 82
		Wed	12.10.22	14:00 – 17:30	

## 6) Business Courses in English (Master)

Please keep in mind that you need for the Master level courses a higher qualification level in order to be able to follow the lecture and to complete the course successfully!

### Department 1

#### Master of Controlling

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>MCO151 /MIM151</b>	Business Research	Dr. Möbius	Tue	from 27.09.2022 until 03.01.2023	14:15 – 15:45	E1109
<b>MCO152 /MIM152</b>	Organizational Behaviour	Dr. Möbius	Thu	from 29.09.2022 until 05.01.2023	08:15 – 09:45	online
<b>MIM131</b>	Strategy Planning & Execution <b>Max. 12 students</b>	Prof. Dr. Lacher	Wed	from 28.09.2022 until 04.01.2023	11:45 – 13:15	E133a

### Department 2

#### International Marketing Management

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>IMM 111</b>	B-to-B Marketing <b>(max. 5 students)</b>	Prof. Dr. Günther	Wed	from 28.09.2022 until 04.01.2023	10:00 - 11:30	A301
<b>IMM 112</b>	Corporate Social Responsibility <b>(max. 5 students)</b>	Prof. Dr. Günther	Wed	from 28.09.2022 until 04.01.2023	11:45 – 13:15	A301
<b>IMM 121</b>	Cultural Environment and Law <b>(max. 5 students)</b>	Dr. Vermeer	Mo	from 26.09.2022 until 02.01.2023	14:15 – 15:45	A104
<b>IMM 130</b>	International Marketing Strategy <b>(max. 10 students)</b>	Prof. Dr. Rüger-Muck	Mon (every 2 weeks)	26.09.2022 – 02.01.2023	10:00 – 13:15	E81

#### International Human Resource Management

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>HR 112</b>	Intercultural Human Resources Management	Dr. Vermeer	Mon	from 26.09.2022 until 02.01.2023	16:00 – 17:30	A103

**Department 3**

**Finance and Accounting**

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>MFI 111</b>	Financial Engineering & Structured Finance	Prof. Dr. Jamin	Wed	from 28.09.2022 until 04.01.2023	08:15 – 09:45	B006
<b>MFI 112</b>	Global Financial Markets & Financial Products	Prof. Dr. Jamin	Wed	from 28.09.2022 until 04.01.2023	10:00 – 11:30	B006

**Logistics**

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>MLO 321</b>	Top Management Consulting Pitch	Prof. Dr. Iskan	Tue	from 27.09.2022 until 03.01.2023	14:15 – 17:30	online

**Business Information Technology with a focus in Management & Consulting**

Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>MW 111</b>	Business Model Innovation	Prof. Dr. Selchert	Thu	from 29.09.2022 until 05.01.2023	08:15 – 09:45	E81b
<b>MW 112</b>	Change Management	Prof. Dr. Selchert	Thu	from 29.09.2022 until 05.01.2023	11:45 – 13:15	E81b
<b>MW 121</b>	Strategic Consulting	Prof. Dr. Selchert	Mon	from 26.09.2022 until 02.01.2023	14:15 – 15:45	A103
<b>MW 122</b>	Corporate Performance Enhancement	Dr. Festag	Mon	26.09.2022 10.10.2022 31.10.2022 14.11.2022 18.11.2022 12.12.2022 19.12.2022	08:15 - 11:30	A301

## 7) Business English Language Classes

Management, Controlling and Health Care						
Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BIM261</b> group 1	Business English 2 <b>(max. 5 students)</b>	LB Braun	Mon	from 26.09.2022 until 02.01.2023	10:00 - 11:30	E014
<b>BIM261</b> group 2	Business English 2 <b>(max. 5 students)</b>	LB Braun	Mon	from 26.09.2022 until 02.01.2023	11:45 - 13:15	E014
<b>BIM261</b> group 3	Business English 2 <b>(max. 5 students)</b>	LB Braun	Mon	from 26.09.2022 until 02.01.2023	14:15 - 15:45	E014
<b>BIM351</b> group 1	Business English 3 <b>(max. 5 students)</b>	LB Holfelder	Fri	from 30.09.2022 until 06.01.2023	08:15 - 09:45	E013
<b>BIM351</b> group 2	Business English 3 <b>(max. 5 students)</b>	LB Holfelder	Fri	from 30.09.2022 until 06.01.2023	10:00 - 11:30	E013
<b>BIM351</b> group 3	Business English 3 <b>(max. 5 students)</b>	Dr. Möbius	Wed	from 28.09.2022 until 04.01.2023	11:45 – 13:15	E81
<b>BIM352</b>	Business Communication <b>(max. 5 students)</b>	Dr. Möbius	Thu	from 29.09.2022 until 05.01.2023	11:45 – 13:15	online

International Human Resources and Organisation						
Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>P 240</b>	Business English <b>(max. 5 students)</b>	LB Baker	Fri	from 30.09.2022 until 06.01.2023	11:45 – 13:15	online
<b>P 343</b>	International Business English <b>(max. 5 students)</b>	LB Merkel	Tue	from 04.10.2022 until 03.01.2023	10:00 - 11:30	E82

Auditing and Taxation / Financial Services and Corporate Finance						
Course No.	Course description	Lecturer	Day	Date	Time	Room
<b>BFI 331/BS W331</b>	English II - Business in Practice <b>(max. 5 students)</b>	LB Bilgili	Tue	from 27.09.2022 until 03.01.2023	17:40 – 19:10	online
<b>BFI 431/BS W431</b>	English III – Business Knowledge <b>(max. 5 students)</b>	LB Bilgili	Tue	from 27.09.2022 until 03.01.2023	16:00 – 17:30	online

**Logistics**

<b>Course No.</b>	<b>Course description</b>	<b>Lecturer</b>	<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Room</b>
<b>BLO 331</b>	English II - Business in Practice <b>(max. 5 students)</b>	LK Sponheimer	Mon	from 26.09.2022 until 02.01.2023	11:45 – 13:15	E115a

**Business Information Management**

<b>Course No.</b>	<b>Course description</b>	<b>Lecturer</b>	<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Room</b>
<b>BWI 321</b>	English II - Business in Practice <b>(max. 5 students)</b>	LK Sponheimer	Mon	from 26.09.2022 until 02.01.2023	14:15 – 15:45	E115

## 8) German Language Classes – only for incoming students

Language Level	Lecturer	Day	Date	Time	Room	ECTS
<b>A 1.1 (group 1)</b> - for beginners without any knowledge of German  <b>Max. 18 students</b>	LB Spangler-Sommer	Tue	from 27.09.2022 until 03.01.2023	17:40 - 19:10	B001	6
		Fri	from 30.09.2022 until 06.01.2023	08:15 – 09:45	E81	
<b>A 1.1 (group 2)</b> - for beginners without any knowledge of German  <b>Max. 18 students</b>	LB Beermann	Mon	from 26.09.2022 until 02.01.2023	16:00 – 17:30	B005	6
		Thu	from 29.09.2022 until 05.01.2023	16:00 – 17:30	A301	
<b>A 1.2</b> - for beginners with basic knowledge <b>Max. 18 students</b>	LB Roy	Tue	from 27.09.2022 until 03.01.2023	14:30 – 17:30	B005	6
<b>A 2</b>  <b>Max. 18 students</b>	LB Frank	Tue	from 27.09.2022 until 03.01.2023	12:30 – 14:00	E81b	6
		Thu	from 29.09.2022 until 05.01.2023	16:00 – 17:30	E015	
<b>B1/B2</b>  <b>Max. 18 students</b>	LB Bokhashvili-Lossin	Tue	from 27.09.2022 until 03.01.2023	18:00 – 19:30	B005	6
		Thu	from 29.09.2022 until 05.01.2023	14:15 – 15:45	online	

All German language courses take place twice a week.

***Please be aware that you may not miss more than 3 times unexcused in the German language courses; otherwise there has to be a shortage in ECTS points!!***

Placement tests available under [Sprachtest.de](https://www.transparent.com/language-resources/tests.html)  
<https://www.transparent.com/language-resources/tests.html>

## 9) Course Description: Business Courses Bachelor

### Department 1

#### BMC 431 D ERP Systems / Introduction to SAP/R3

- Basics of SAP / R3
- Key terms in FI / CO
- Basic functions of financial accounting
- Complex business processes (ordering, purchasing)
- Basic functions of cost accounting (fixed data, internal cost allocation)

**Assessment: written exam**

**Lecturer: Prof. Dr. Hannig**

**ECTS: 4**

#### BIM 431 International Management

In times of a continuously developing global economy, the flow of goods and factors of production, cross-border activities are steadily increasing. In the international context, management is faced by challenges in all areas of the company (institutional, functional, and procedural) that is why it requires an extended range of methods, instruments, systems, and resources. Through economic policy decisions, however, the scope for international management is constantly changing and requires strategic and operational adjustments within the company. Understanding economic policy decisions and their implications allows international management to derive future actions and to proactively plan accordingly.

#### LEARNING OBJECTIVES

After successfully completing this course, the students will have developed the following knowledge and competences:

- Understanding internationalization, globalization, and their key drivers from a corporate perspective.
- Developing explanatory approaches to internationalization and corresponding strategies.
- Working out peculiarities in the functional activities in international context.
- Adapt organizations with processes / structures to international business.

#### LEARNING RESOURCES

- Cavusgil, S. Tamer; Knight, Gary; Riesenberger, John R.: International Business –The New Realities, 5<sup>th</sup> Global Edition, Harlow 2020 [Cavusgil]
- Wild, John J.; Wild, Kenneth, L.: International Business – The Challenges of Globalization, 9<sup>th</sup> Global Edition, Harlow 2020 [Wild]
- Daniels, John D.; Radebaugh, Lee; Sullivan, Daniel P.: International Business – Environments & Operations, 16<sup>th</sup> Global Edition, Harlow 2018 [Daniels]

Recommended academic journals for this course:

- [Academy of Management Journal](#) (bi-monthly)
- [Academy of Management Review](#) (quarterly)
- [Harvard Business Review](#) (bi-monthly)
- [International Studies of Management & Organization](#) (every 3 months)
- [Journal of International Business Studies](#) (9 times per year)

**Assessment: written exam**

**Lecturer: Prof. Dr. Lacher**

**ECTS: 3**

## BIM 522 International Corporate Strategy

Management decisions are called “strategic”, when they are made from a high-level perspective and are impacting the fundamental direction of a company. They provide guidance on the market positioning and the level of resources to gain a competitive advantage. In doing so, strategic management ensures the long-term success of a company.

This module offers participants the opportunity to gain the respective methodical and systemic management know-how. The students get to know and practice the relevant methods via lectures and practical examples. Goal is to enable them to independently solve and discuss case studies. These case studies have to be prepared in groupwork and presented in the lectures.

### Course objectives:

After successfully completing this course, the students will have developed the following knowledge and competences:

- Defining the characteristics and tasks of strategic management
- Differentiating between normative, strategic and operative management
- Developing a strategic portfolio
- Planning the objects and process of strategic management on company and business unit level
- Assessing information on the internal and external environment
- Applying methods and tools for strategic planning
- Evaluating different strategic alternatives

### Learning Resources:

- David, Fred/David, Forest: Strategic Management – A Competitive Advantage Approach, Concepts and Cases, 16th Edition, Essex 2017 [David/David]
- Lynch, Richard: Strategic Management, 8th Edition, Essex 2018 [Lynch]
- Grant, Robert: Contemporary Strategy Analysis: Text and Cases, 8th Edition, Chichester 2013 [Grant]
- Hungenberg, Harald: Strategisches Management in Unternehmen: Ziele - Prozesse – Verfahren, 8. Auflage, Wiesbaden 2014 [Hungenberg]

The books by David/ David, Lynch and Grant are procurable in (online) book stores – also secondhand. The main library of University of Applied Sciences Ludwigshafen keeps one reference book of the latest edition for in-library-usage as well as older editions for lending.

### **Assessment: written exam**

**Lecturer: Prof. Dr. Lacher**

**ECTS: 2.5**

## BIM 541 International Human Resource Management

- Introduction to the current concept of HRM
- Strategic HRM as the personal implementation of the corporate strategy
- Implementation of HR strategy in processes, programs and initiatives
- Specifics of international HRM (additional influencing factors; typical organizational forms of international HR functions)
- Process functions of the IHRM:
  - Workforce Planning & Sourcing
  - Performance Management
  - Remuneration Management
  - Terminations
- Special tasks of the IHRM (e.g. Expatriate Management, Relocation Services)

### **Assessment: written exam**

**Lecturer: Dr. Möbius**

**ECTS: 3**

## BIM 552 International Procurement & Supply Chain Management

- SCM Origin & Definiton
- SCM Main Tasks & Targets
- SCM Levels
- SC networks
- SC strategies
- SC disruptions & Shortage Management
- SCI KPI
- Procurement - Fundamentals
- Procurement - Demand Determination
- Procurement - tender process & decision making
- Procurement - Organization & Strategy
- Procurement - Supplier Relationship Management
- Procurement - Global Sourcing
- Procurement - Compliance

Learning outcomes:

Understand international procurement as well as structures and processes within the procurement organization.

Understand, analyze and evaluate relevant processes within Supply Chain Management

Recognize goals and strategic orientations within global supply chains

**Assessment: written exam**

**Lecturer: LB Schneider**

**ECTS: 3**

## Department 2

## P 234 Practical Exercises and Cases in Management Decisions

- General Management: classification of situations for making decisions in Management
- Break-Even-Analysis: a case study
- Qualitative dimensions of Investment Analysis and Finance
- Study groups: practical case studies covering e.g.
  - ✓ Annual Reports: external reporting about Investment and HR
  - ✓ Studies: Foreign Investment Strategies
  - ✓ Agility and Change Management
  - ✓ Employment trends in the future
- "student research assignment": the Case of OSRAM. Integrative Analysis of Change Management, Investment and Corporate Finance

**Prerequisites:** Basic knowledge in business administration, Finance & Accounting, Change Management.

**Assessment: presentation, discussion and oral examination, based on the (one week before) submitted PowerPoint-manuscript, in the last week of the semester**

**Lecturer: Prof. Dr. Martin**

**ECTS: 2**

### P 341 International Human Resource Management

- Differences between domestic and international human resource management;
- The importance of the strategy and organisation of IHRM;
- current developments in IHRM;
- central fields of IRHM (staffing, recruitment and selection, international personnel development, international remuneration, etc.)

**Assessment: Seminar paper**

**Lecturer: Dr. de Carvalho Hartmann**

**ECTS: 4**

### M 321 + M322 Sales Management & CRM

Topics covered:

- Basics of Sales Management (definition and scope of sales management, objectives and challenges, sales strategy, competitive advantage in sales)
- Channel Design (sales entities, channel configuration & Multichannel Management, evaluation of channel efficiency)
- Managing External Sales Partners (power and dependence, conflict, cooperation)
- Managing the Internal Sales Force (design of selling activities/personal selling, organization of the sales force, sales planning and sales information system, staffing, training and directing the sales force)
- Basics of Customer Relationship Management (definition and scope of CRM, objectives and challenges, CRM strategy, basic concepts, e.g. regarding customer satisfaction and loyalty, trust, customer-related profitability, customer value)
- CRM tools (relationship modeling, customer clubs/cards, complaint management, key account management, managing customer contact)
- Sales & CRM interface

Description:

Participants will be taught the theoretical and conceptual basics of sales and customer relationship management. Focus will be on a thorough understanding of sales strategy, channel design, and managing customer contacts along the customer journey. Topics such as the design of selling activities and personal selling will be covered as well. Throughout the course, students will apply the theoretical knowledge to solve up-to-date case studies regarding specific aspects of sales and customer relationship management. Students will train their own selling skills in interactive sessions including role plays (sales pitches, sales visits, complaint handling, negotiations).

**Assessment:** 20 points role play presentation (either as a video or live performance in class, e.g. sales pitch), 40 points case study assignment (group work, written paper 8-10 pages)

**Lecturer: Prof. Dr. Ehm**

**ECTS: 7**

### C 331 International Business Law

In the course, International Business Law, the institutions and legal instruments of international organizations, such as the EU, are first explained. The WTO treaties are then discussed and the dispute settlement procedure is explained. Well-known cases of the WTO are explained and the further development of the WTO will be discussed. Finally, international political economy and its theoretical approaches are presented. These approaches are then to be implemented in groups as presentations (approx. 10 to 20 minutes) and term papers (approx. 10 pages), e.g. regarding the ratification of international trade agreements. The focus of the paper is on Europe and East Asia.

**Assessment: Presentation + term paper**

**Lecturer: Prof. Dr. Darimont**

**ECTS: 5**

## Department 3

### BFI 521 Risk management (Theory)

This course deals with the theory of corporate risk management. Along the risk management process it will be discussed how a corporate risk strategy can be developed, how relevant risks can be identified and measured, how they should be dealt with and monitored in an appropriate way, and finally which legal and governance aspects need to be addressed. Selected case studies will be used in order to demonstrate practical implementation of the theory.

**Assignments: oral exam**

**Lecturer: Prof. Dr. Jamin**

**ECTS: 4**

### BFI 522 Treasury and Risk Management (ERP/Practice)

The students learn to use the SAP ERP System for processes related to Treasury and Risk Management.

After a brief introduction to the module, they simulate the purchasing of a bond and an interest rate swap. Afterwards both are valuated during month end procedure.

Also, the students are simulating a purchase of a stock and the hedging of the stock by purchasing an OTC option. Stock and OTC option are designated in a hedging relationship and the hedging relationship is valuated according to Hedge Accounting.

**Prerequisites:** Knowledge of ERP is necessarily needed!

**Assignments: written exam**

**Lecturer: Prof. Dr. Pohl**

**ECTS: 4**

### BLO 312 Production Planning

Content:

- Tasks, processes and data of planning and control
- Influence of the operating types on order management processes
- Capacity and run time limitation (goals and conflicts)
- Principles of planning and control, specifically BOA and KANBAN
- Flexible manufacturing – conditions and consequences
- Decentralized planning and control
- Planning and control of manufacturing assembly islands

**Assessment: oral exam**

**Lecturer: Prof. Dr. Müller**

**ECTS: 4**

## BWI 401 Consulting Management Skills

The course is split in two main sections:

The first section will provide an overview of Consulting as a profession, the consulting market, the consultancy operating model, and ethical challenges of consulting. In addition, we will walk through the phases of a consulting project – from the initial pitch, the right pricing, to the kick-off, etc.

The second section consists of an introduction and practice of consulting team management skills. You will gain insight and experience that will prove to be valuable in rendering your project leadership successful.

Semester Agenda:

- Consulting Profession
  - Characteristics and approaches in consulting
  - Structure and trends in the consulting market
  - Ethical challenges in consulting
- Management of Consultancies
  - The professional consulting organization: HR Development, Knowledge Management, Performance Management
  - Winning the pitch: Successful practices from the initial client contact to the consulting contract
- Consulting Project Management with integrated case study
  - Stakeholder analysis
  - Team management
  - Interviewing
  - From data to chart

**Assessment: Rated assignment (50%) + final exam (50%)**

**Lecturer: Prof. Dr. Selchert**

**ECTS: 4**

## BWI 402 Analytic Consulting Skills

Consultants do not simply solve problems as stated by the client but they help the client to find out, what the real problem is all about. In order to successfully do so with very little knowledge about the client organization, a set of analytic techniques will be introduced and practiced. After identifying the real problem, a consultant explores the solution space in a systematic and creative way, analyses complex interdependencies among solution components, identifies the optimal solution, and prepares the communication of this solution in a convincing way. At the end, the proposed solution should stand the test of even the most critical client to create a positive impact! Finally, we will take a conscious look at the cognitive limitations to rational problem solving.

Semester Agenda:

- Define the real problem
- Develop solutions
  - Heuristics and deductive logic trees
  - Advanced creativity stimulation
- Solution packaging
- Explore complex interdependencies
  - Business dynamics and simulation
  - Scenarios
- Assess the solution's financial impact
- Shape the final recommendation
  - Define the storyline, underpin with hypothesis and/or y/n-trees
- Beware of hidden flaws in conceptual thinking

**Assessment: Rated assignment (50%) + final exam (50%)**

**Lecturer: Prof. Dr. Selchert**

**ECTS: 4**

### **BWI 551 English for IT**

**Course content:** Technical language of business informatics

**Learning outcomes:** The students have mastered a specific specialist vocabulary from the field of business informatics in science and practice, also based on the content of the specialist lectures; You are able to quickly grasp and understand authentic and specific language material from the IT area; You will be able to orientate yourself in professional communication situations in the business and academic environment and to participate appropriately; The students are prepared for the requirements of a specialist activity in an English-speaking work and scientific environment by teaching a comprehensive vocabulary.

**Assessment: Presentation or written exam**

**Lecturer: Prof. Dr. Dorrhauer**

**ECTS: 2**

## **10) Course Description: Special: Courses only for incoming students**

### **Current Economic Issues of the European Union**

The current Euro crisis is only the most prominent of several economic key issues facing the European Union in this period. In this course the fundamentals of the European Union will be discussed. This includes an overview of its history and development, an analysis of its goals and key competencies as a country group as well as a review of its most important institutions and their function. Based on these fundamentals current economic issues will be analyzed. The Euro crisis and the state of the art will be an important part of the course, but other topics will be covered as well. This is an introductory course in European economics especially suitable for students with basic knowledge in general economics.

**Assignment: written exam**

**Lecturer: LB Papastamatelou**

**ECTS: 4**

### **European Challenges: Effects of the Enlargement of the European Union**

The aim of this course is to provide students with an understanding of the process of Enlargement of the European Union, its present as well as possible future consequences. The course will start with an Introduction to the history of the EU and to its institutional and law-making structure. It will present the EU policy process and cover the essence and motivations of the EU Enlargement in general, drawn from the experience of previous Enlargements. The Enlargements in 2004, 2007 and 2013, the Enlargement policies of applicants, exiting states and the EU will be discussed. In addition to the impacts on the institutional structure of the EU and the distribution of power in the EU will be the focus. The effects of the Enlargements on economies and policies of the New Member States are the core of this course. For the purpose of analysing the effects, examples of selected countries will be presented. Finally, the economic crisis and the consequences of European Enlargement will be discussed.

**Assignments: written exam**

**Lecturer: LB Papastamatelou**

**ECTS: 4**

### Changes within the EU in the face of "Brexit"

'BREXIT' represents a strong challenge for Britain. In this course we will examine the UK's membership and its exit along with the implications for politics. The potential benefits and drawbacks will be analyzed. The course will adopt an interdisciplinary perspective - covering the political, political sociology, political economy and external relations.

**Assignments: written exam**

**Lecturer: LB Papastamatelou**

**ECTS: 4**

### Germany Today: political, economic, cultural and historic aspects

Germany is a diverse country with a long history and various traditions. In the first part of this course you will get an overview of German history, as well as the political and educational system. In the second part, we will look at the economy with a special focus on small and medium-sized enterprises (SME) and "Hidden Champions". Accounting for more than 99% of all companies, SME form the backbone of the German economy and are also characterized by their high share of industrial production. During the course, participants need to work in teams and prepare a group presentation. For this purpose, we will use Conceptboard ([www.conceptboard.com](http://www.conceptboard.com)) as a visual workspace where participants can brainstorm ideas, collaborate on projects & centralize documentation. Conceptboard is a visual collaboration platform that makes it easy for teams to create, manage and stay connected on projects.

**Assessment: Midterm exam 50%, Group Presentation 50%**

**Lecturer: LB Münch** [muench@dhbw-mannheim.de](mailto:muench@dhbw-mannheim.de)

**ECTS: 4**

### English Business Skills

- Presentation techniques and feedback
- Communication and body language
- Intercultural/cross-cultural competence
- Business correspondence and telephoning
- Application and resume/CV

**Assessment: successful participation + presentation (50%) + final exam (50%)**

**Lecturer: LB Bilgili**

**ECTS: 4**

### Introduction to Marketing

This course provides you with a basic understanding of the essential elements of successful marketing. We will discuss Marketing Mix strategies (4 Ps), marketing research and segmentation, Digital Marketing as well as key Marketing concepts such as Buyer Personas, Customer Journey, USP, Inbound vs. Outbound Marketing.

Through case studies presented by the students we will use the internationality of our group to learn more about successful marketing strategies from your countries.

**Assessment: Presentation of international Case Studies**

**Lecturer: LB Dr. Klüver-Beck**

**ECTS: 4**

### 1. Themes of our Seminar

According to Wheelan et al. (2018, 46), strategic management consists of four basic elements: Environmental scanning, strategy formulation; strategy implementation; evaluation; and control. This model is both rational (deliberative) and prescriptive (recommending). It is a planning model that represents what an organization should do in terms of the strategic management process, not what any particular company can actually do. The rational planning model predicts that companies that work diligently to more accurately analyze and predict the changing situation in which they operate will perform better with increasing environmental uncertainty than companies that do not. Strategic thinking is a dynamic process that constantly reviews mission (corporate purpose), strategies and practices in light of customer needs and market forces. Strategic thinking thus represents a creative, disruptive, forward-looking, and experimental mindset that is at odds with strategic planning (Moon 2013, 1698 f.). Specifically, strategic thinking involves activities such as gathering information, analyzing, discussing, and dialoguing about the be- conditions that apply to an organization, and in companies with multiple activities, answering the fundamental questions about the organization's portfolio (Ershadii & Dehdazzi 2019, 621). Our seminar will focus on the following main topic:

#### **Boundary Spanning and Ambidexterity in an Open Innovation-Context**

During the classroom session, we will use the following case study as the basis of our discussion:

Dąbrowska, J., Lopez-Vega, H. and Ritala, P. (2019)  
'Waking the Sleeping Beauty: Swarovski's Open Innovation Journey',  
R and D Management, 49(5), pp. 775–788.

### 2. Methodology

In our lecture the above topics are put into the **basic context** of international management. In the sense of **evidence-based management** current research work is intensively included, which addresses relevant questions of international management, poses counterintuitive hypotheses, explains interesting cause-effect relationships and derives practical management consequences. In addition, practical examples and personal **experiences** of you and the lecturer will be taken up.

### 3. Learning Objectives

Within the framework of our event, we pursue specific learning objectives. The goals in detail:

- You will find appropriate articles in scientific journals;
- You understand the benefits of systematic analysis;
- You will recognize the practical relevance of scientific findings and be able to elaborate the implications for management;
- You will be able to reproduce the key facts of the topics covered;
- You will be able to distinguish essential concepts;
- You can apply what you have learned in the context of examples;
- You will be able to apply complex issues to case studies;
- You will enhance your personal experience with new knowledge;
- You will be able to evaluate management approaches for their functional efficiency.

### 4. Material Provided

- Lecture Concept
- Virtual Library
- Template Presentation
- Guidelines "Analyzing and Writing Scientific Papers" (AWSP)

### 5. Assignment

You will deliver a **group presentation** "Boundary Spanning and Ambidexterity in an Open Innovation-Context" that analyses current research papers from the field of strategic management and place them in the context of the main topics and objectives of our course. You will have approximately **20 minutes** for this presentation.

The following criteria will be used to evaluate your presentations:

- (1) Structure
- (2) Introduction
- (3) Cause-effect model
- (4) Hypotheses
- (5) Management Implications (Practical Transfer)
- (6) Conclusion

For the development of your presentations, please use the **template** (ppt) provided to you.

## 6. Preparation of the Lectures

To make the most of the opportunities offered by our seminar, we strongly recommend the following:

- You read the respective research article and focus primarily on the **content aspects** and neglect the methodological background. The focus is initially on recognizing the (content-oriented) **structure** of the research article, the **problem** on which the research article is based, as well as selected **hypotheses** and initial **consequences** for the management.
- Furthermore, it appears useful to have a look at the basic "rules of the game" regarding the scientific way of working. For this purpose, I have compiled our guidelines for you. Please prepare our seminar by reading - at least in a  **cursory manner** - both our **guidelines** (AWSP). A cursory glance or examination is a brief one in which you do not pay much attention to detail.

## 7. Schedule

At the beginning of each lecture, you will engage in a 20-minute group activity to gather core insights about each of the papers and then bring them to the entire group.

**Lecturer: Prof. Dr. Rainer Busch**

**ECTS: 4**

## Workshop "Academic Writing and Presentation Techniques"

In this workshop students from abroad will learn about what is expected from them in seminars, presentations and research papers. The overall goal is to improve their skills in academic writing according to the German academic standards.

Workshop Content:

- Academia in Germany
- How to write an academic paper (from idea to text, search for sources, how to structure the text, proper referencing; formal guidelines, language and style)
- How to write and give a presentation (structure, visualizing, presenting)

The workshop is divided into three parts.

**Part 1** provides a short introduction to academia in Germany as well as culture and etiquette in German universities.

**Part 2** consists of theory as well as practical exercises. Students learn and understand the process and requirements of academic writing.

In **part 3**, participants learn how to write, structure and visualize a presentation as well as how to actually present it.

**Assessment: 100 % attendance**

**Lecturer: LB Ablaß**

**ECTS: 1**

## International Finance and issues of the World Economies nowadays

Upon completion of the course, students will understand how and why the necessity for international finance emerged and what are the main topics that international finance deals facing under the contemporary business challenges. It will be explained which are the largest and most important international financial institutions and what is their current role. Students will discuss the main features and impact of globalization on the economy and society of their homeland, as well as key contribution or adverse effects to the economies worldwide. It will be spoken about current mobility of capital and human resources, about the consequences and perspectives related to this topic. One of the main topics will be elaboration of influence and the consequences of the Ukraine war on economies i.e. on the business conditions and citizens' life around the world. It will be discussed what are the main issues regarding foreign exchange and foreign debts in developed and underdeveloped countries? It will be explained the role of central banks in controlling inflation level in common economical conditions and issues concerning inflation rate controlling in the current complex situation. Students will learn about the basic principles of international payment system and will be familiar with the the importance of SWIFT network and the role of banking system in contemporary international payment activities.

### Assessment: Presentation

Lecturer: Prof. Dr. Stojanovic Trivanovic  
Guest lecturer from Bosnia Herzegovina

ECTS: 4

## Workshop: Alternative drive technologies – is E-Mobility always the best option?

The share of combustion engine vehicles is very high in Germany, both in road freight transport and in private individual transport. Against the background of climate policy goals, a growing social awareness of environmental protection and a sharp increase in fuel prices it is essential that the share of alternative drive technologies must increase. Logistics service providers and private individuals are therefore faced not only with the problem of selecting a particular technology, but above all with the problem of cost-effectiveness. The aim of the DIPO tool project is to support the selection of alternative drive systems by means of a pragmatic practical approach.

Aim of the workshop:

The central element of the course is the practice-oriented use of an Excel tool using a partial cost-based approach with the differentiation of fixed and variable costs, the consideration of a maximum planning period of fifteen years as well as the structured collection of basic data (e.g. fuel and energy prices), environmentally relevant data such as CO<sub>2</sub> conversion factors and example vehicle data for vehicle comparisons. The benefits of the tool lie in the automatic generation of a cost comparison with graphical support (e.g. break-even chart), the short training time and the possibility to extend or modify the tool with little effort, e.g. by integrating different scenarios for energy prices.

Accompanying the application of the Excel tool there is a lecture and discussion part with following topics:

- Practical case studies
- Alternative drives: overview and basics
- Economic efficiency: influencing factors and calculation
- System analysis: mobility-related cause-effect chains
- Selected drive systems and vehicles
- Charging systems: Overview and areas of application

**You will need a laptop for the workshop!**

### Assessment: tba

Lecturer: Prof. Dr. Bongard

ECTS: 1 + Certificate

## 11)Course Description: Business Courses Master

### Department 1

#### MCO 151 Business Research

**Objectives:** The course enables students to successfully engage in smaller research projects in the area of business administration. Students are introduced to the foundations of modern scientific thinking method as well as the specifics of applied research / business research. They acquire the ability to generate research questions, identify and operationalise the relevant constructs and formulate testable hypotheses. Particular emphasis is placed on quantitative approaches (hypothesis – operationalisation – choice of methodology for data collection – options for analysis) and the survey method of data collection. Students obtain course credit by submitting a research proposal in which the steps of planning a research project are applied to real-world issues and by passing a test on the theoretical underpinnings.

**Prerequisites:** A course in introductory statistics is strongly recommended.

Table of contents:

- Fundamentals of Business Research
  - How Modern Science Works
  - A Very Short History of Scientific Thinking
  - Philosophy of Science I - Karl Popper
  - Philosophy of Science II - Thomas S. Kuhn
  - Summary - What is Scientific Method?
  - Academic Honesty - Why and How
  - Scope and Specifics of (Applied) Business Research
- Overview of Methodologies in Business Research
  - Quantitative Methods
  - Surveys
  - Experiments
  - Exploratory Data Analysis
  - Qualitative Methods
  - Case Studies
  - Interviews and Focus Groups
  - Observation Studie
- Practical Business Research
  - Literature Search
  - Research Questions and Hypotheses
  - Research Planning and Sampling
  - Data Collection and Processing
  - Data Presentation and Analysis
  - Presentation of Qualitative Data
  - Drawing Conclusions
  - Writing Up Research

**Assessment: Research proposal (1000 words, group work) and credit test (45 minutes)**

**Lecturer: Dr. Möbius**

**ECTS: 3**

## MCO152/MIM152 Organizational Behaviour

- Organizational Behaviour as an interdisciplinary applied behavioral science on the micro, meso and macro level of organizations
- Operationalization of organizational goals, Organizational Behaviour cycle (diagnosis - intervention - evaluation)
- Methods of behavior modification and their application: Operative conditioning, approach Information processing, constructivism, social learning and model learning
- Individual perspective: performance behavior and social behavior (facet models) –evaluation and systematic modification, types of dysfunctional behavior at the workplace and their management
- determinants of individual work behavior (cognitive skills, personality, motivation, Skills and attitudes), person-job fit and person-organization fit
- Group perspective: demarcation group - team; Types and classification of groups, roles and interdependency, team views (Katzenbach & Smith), team productivity depending on team size and composition, team building
- Organization development: - Tasks and design options, organizational culture, organizational structure, change and change management, triggers and processes of change processes , Approaches to the systematic design of change processes

**Assessment: Portfolio audit**

**Lecturer: Dr. Möbius**

**ECTS: 3**

## MIM 131 Strategy Planning & Execution

Management decisions are called “strategic”, when they are made from a high-level perspective and are impacting the fundamental direction of a company. They provide guidance on the market positioning and the level of resources to gain a competitive advantage. In doing so, strategic management ensures the long-term success of a company.

This module expects a basic understanding of Strategic Management and the respective tools. The theoretical aspects will only be summarized in a short reiteration. The focus of the lecture will be to apply the knowledge in profound case studies and to select the best option from various strategic alternatives.

Course objectives:

Strategic management is a process of consensus-building, decision implementation and evaluation.

Therefore, the behavioral science aspects of management as well as extraordinary communication skills are of utmost importance for success.

The students need to develop their communicational competence with all internal and external stakeholders. This enables them to have an intensive exchange on professional contents, processes and systems of strategic management. They will be able to establish strategic positions and alternatives as well as stand in for their decisions and solutions.

Learning resources:

- David, Fred / David, Forest: Strategic Management – A Competitive Advantage Approach, Concepts and Cases, 16th Edition, Essex 2017 [David / David]
- Lynch, Richard: Strategic Management, 8th Edition, Essex 2018 [Lynch]
- Grant, Robert: Contemporary Strategy Analysis: Text and Cases, 8th Edition, Chichester 2013 [Grant]
- Hungenberg, Harald: Strategisches Management in Unternehmen: Ziele - Prozesse – Verfahren, 8. Auflage, Wiesbaden 2014 [Hungenberg]

The books by David / David, Lynch and Grant are procurable in (online) book stores – also secondhand. The main library of University of Applied Sciences Ludwigshafen keeps one reference book of the latest edition for in-library-usage as well as older editions for lending (excl. Lynch). The book by Hungenberg is also available at the library as e-book via VPN.

**Assessment: written exam**

**Lecturer: LB Lacher**

**ECTS: 4**

## Department 2

### IMM 111 B-to-B Marketing

The course will give an introduction into the specifics of B2B Marketing. Students will learn about the specifics of how to market industrial goods vs. consumer goods and the specifics of corresponding B2B marketing processes. Based on that the development of business-type-specific marketing concepts (business-type marketing) will be discussed. Also, features and the management of organizational procurement processes will be taught. A further scope of the course is on the specifics of branding and market research in the industrial goods sector. We will also cover measurement approaches and analysis methods. Methodology: Theoretical methods and models will be exemplified by practical examples and by the Harvard case study method.

**Assessment: The grading of this course will be based on a team assignment (individual grading).**

**Lecturer: Prof. Dr. Günther**

**ECTS: 4**

### IMM 112 Corporate Social Responsibility

Within the context of this course, participants will be taught the theoretical and conceptual basics of Corporate Social Responsibility. We will discuss various CSR-related concepts that have recently emerged science and practice. Also, there will be a scope on business ethics as well as on stakeholder management. Students will apply the theoretical knowledge by the Harvard case study method. During the entire course, participants will work in teams and present their findings to the rest of the group.

**Assessment: The grading of this course will be based on a team assignment (individual grading).**

**Lecturer: Prof. Dr. Günther**

**ECTS: 4**

### IMM 121 Cultural Environment

The students gain a deeper insight into the corporate culture of other countries, especially China and India. They get to know different values, norms and working methods of the countries and develop understanding for other views, customs and traditions. They also deal with their own cultural characteristics and become aware of their own values and norms. They develop an understanding of cultural differences in other countries as well as interaction partners and are made aware of the special features of intercultural communication processes.

In a mix of theory, practical exercises and case studies, students also analyse and evaluate typical cultural mistakes of companies in the international marketing context. Students work on problems in the course, such as the entry into the market of a (German) company in a foreign market or the launch into a foreign market, whereby the cultural aspect in particular is in focus.

The aim of the lecture is to sensitize the students for other values, culturally different behaviour and other "Ways of Doing" in order to best qualify them for later possible assignment abroad. By understanding one's own values and others, costly misunderstandings of international employees can be avoided and international business relationships can be simplified.

**Assessment: tba**

**Lecturer: Dr. Vermeer**

**ECTS: 4**

**IMM 130 International Marketing Strategy**

Organizational configuration of international activities and market selection

- Type of market entry as well as the type of market development
- Strategic decisions of International Marketing
- Market development (standardization versus differentiation).
- Coordinating perspective of international marketing.
- Identifying problems that arise for a provider of market-related feedback from the simultaneous processing of country markets and the resulting strategic options.

**Assessment: Project (Group grade)**

**Lecturer: Prof. Dr. Ruger-Muck**

**ECTS: 4**

**HR 112 Intercultural Human Resources Management**

**Course content**

- Terminology and content of cultural topics
- Creation of cross-cultural management studies
- Central cultural studies and cultural models
- Culture-influenced corporate forms
- On the influence of cultural differences on selected areas of human resource management

**Assessment: written Exam**

**Lecturer: Dr. Vermeer**

**ECTS: 3**

**Department 3****MFI 111 Financial Engineering and Structured Finance**

This course deals with financial derivatives. Key instruments – futures, forwards, options, swaps, credit derivatives – will be analyzed: How do they work? How are they priced? How are they applied in corporate risk management? Key focus in the course will be on practical exercise.

**Assessment: written exam**

**Lecturer: Prof. Dr. Jamin**

**ECTS: 3**

**MFI 112 Global Financial Markets and Financial Products**

- International financial markets
- International financial products
- Advantages of financial intermediation
- The role of important participants on the financial market

Global Financial Sourcing–Refinancing strategies on international capital markets

**Assessment: will be announced**

**Lecturer: Prof. Dr. Jamin**

**ECTS: 3**

### MLO 321 Top Management Consulting Pitch

- Structural challenges in transport services and logistics, financial figures included.
- Industrialisation of logistics service providers
- Turn Around Management: concepts and instruments
- Reorganization of processes around the corporation: administrative processes and core processes
- Lean Administration: levers and concepts
- Change Management vs. „renewal processes“
- Program control in complex and international strategy consulting projects
- Creation of a top management pitch and professional story telling on CEO-level
- • Case study of the reorganization of a corporation within the field of logistics and transport. A role-play is included between a top management customer and a top management strategy consultant, with practical challengers from the logistics and consulting industry.

**Assessment: Project work**

**Lecturer: Prof. Dr. Iskan**

**ECTS: 6**

### MW 111 Business Model Innovation

Basic concepts in Business Model Innovation

- Relevant Consulting techniques
- Frameworks for Business Model Design

Develop the Innovative Business Model

- Create the initial idea
- Explore the market: Customer segment and competition
- Substantiate customer benefit: Value proposition, customer relationship, and channels
- Define the business system: Key activities, key resources and key partners.

Create the Business Case

- Outline and size revenue streams
- Define investment and cost structure
- Compute financial KPI

**Assessment: will be announced**

**Lecturer: Prof. Dr. Selchert**

**ECTS: 3,5**

### MW 112 Change Management

Challenges and basic framework for Change Management

General approaches for Change Management

- Shape organizational culture, style, and values
- Foster organizational learning
- Change organizational structures

Specific Change Management approaches for transitory phases in the corporate life cycle

- Create systematic innovation
- Design powerful and sustainable growth
- Speed up technology-driven change
- Enhance organizational collaboration

**Assessment: will be announced**

**Lecturer: Prof. Dr. Selchert**

**ECTS: 3,5**

**MW 122 Corporate Performance Enhancement**

- Measuring Performance
- Strategy Maps
- Balanced Scorecard
- Improving Performance
- Business Process Redesign
- Purchasing and Supply Chain
- Implementing Performance Management Programs
- Corporate Performance Management Office
- Performance Management Tools

**Assessment: will be announced****Lecturer: LB Festag****ECTS: 3****MW 121 Strategic Consulting**

- Introduction to the concept of strategy
- Explore the strategic future
- Set the strategic aspiration
- Create viable strategic options
- Derive organizational implications
- Draft and prioritize strategic initiatives and define the strategic roadmap
- Build the strategic business case
- Deliver the strategy to the client

**Assessment: will be announced****Lecturer: Prof. Dr. Selchert****ECTS: 3**

## 12)Course Description: Business English Language Classes

### BIM 261 Business English 2

The course covers topics from business, finance and management and ranges from legal forms and organisational structures of companies, management theories, leadership subjects, trends in Human Resources, marketing basics, developments in production, accounting and finance essentials to current business matters. A major focus is, however, on management and accounting due to the study courses of the participants. Topics may vary from term to term because of their relevance and are generally introduced on the basis of texts, own research and videos followed by further discussion and elaboration in class.

**Assessment: written exam**

**Lecturer: LB Braun**

**ECTS: 4**

### BIM 351 Business English 3

- Business vocabulary and business contexts
- Reading writing and paraphrasing business texts
- Discussion and role plays (with student feedback)
- Presentations
- Graphs and visual aids
- Polite formulations
- Symptoms of sickness in small companies
- About time and time management (Just in Time production + delivery)
- Finance and payment
- Influence of the state and society on business
- Economics and ecology (environmental pollution/protection, sustainability)
- Recruitment + application procedures

**Assessment: written exam**

**Lecturer: depending on the group – see on the schedule**

**ECTS: 4**

### BIM 352 Business Communication

Technical requirements for international corporate communication

- Communication models, data exchange and information security
- New media in corporate communication and their use

Methods of practical corporate communication

- Communication planning
- Persuasive communication
- Specific types of discourse: negotiating, presenting, moderating

**Assignments: written exam**

**Lecturer: Dr. Möbius**

**ECTS: 3**

## P 240 Business English 2

The main purpose of this course is to **introduce you to IHRM topics** and provide you with the opportunity to **improve your English to contribute more successfully in an HR context**. The course covers some key topics in IHRM along with the relevant vocabulary. We will explore these topics by using a wide range of materials and methods. In addition to looking at these topics, supplementary material covering vocabulary, grammar, etc. may be introduced at my discretion.

Considering that English is the global language of business, the degree to which you are successful in your job may depend on your level of English. This course should be seen as just **one small part of your learning effort**. You can supplement your English learning by **reading regularly, watching films and series in English, travelling to English-speaking countries, interning in global companies**, etc. The **mark** you receive for this course will be **based on the total of the deep dive** presentation (maximum 30 points – each person giving the presentation will receive the same mark) in the first semester and on the **written examination** (70 points) at the end of the second semester. The exam material covers all the material covered in class or assigned for your own review.

The **mark** you receive for this course will be entirely **based** on the **written examination** at the end of the semester. The exam material covers all the material covered in class or assigned for your own review.

### Student responsibilities

- Make sure you have **access to all relevant material in class** (please bring your laptops, tablets and smartphones)
- Do your **preparation** for each class.

**Assessment: Written exam at the end of the semester**

**Lecturer: LB Baker**

**ECTS: 4**

## P 343 International Business English

- Theoretical knowledge of the various processes in HRM in English
- Practical application in a fictitious corporate context

**Assignments: Presentation**

**Lecturer: LB Merkel**

**ECTS: 4**

## BFI 331/BLO 331/BSW 331/BWI 321 English II - Business in Practice\*

### Details (Syllabus)

Imparting an appropriate functional language level as well as advanced communication skills in the foreign language;

Use of the foreign language in the job search process(writing applications, interviews, assessments, etc.);

Discussing relevant topics from the fields of business and society (corporate responsibility, ethics, environment, people);

Preparing students for the use of the foreign language in an academic environment (gathering, organizing and presenting data);

### Aims and Learning Outcomes

On completion of this course, students will be enabled to process specific, current and also critical topics linguistically and discuss them in a results-oriented manner;

They will be able to face an application process in English (understanding job advertisements, performing out self-assessments, creating application documents, mastering interviews);

They will also be enabled to independently acquire knowledge, to organize and present it in an appropriate manner using English references;

#### **Teaching and Learning Methods**

- Lecture with interactive assignments and projects;
- Working on current and specific scientific materials;
- Project simulations;
- Role plays;

\*BLO (Logistics) and BWI (Informatics) are in American English; BFI (Finance) and BSW (Taxation & Auditing) are in British English.

**Assessment:** Designing, conducting and evaluating a survey on a given topic  
Abstract summarizing the findings of said survey  
Video presentation of findings

**Lecturers:**

**BLO/BWI: Mr. Harry Sponheimer**  
**BFI/BSW: Ms. Lale Bilgili**

**ECTS: 2,5**

#### **BFI 431/BSW 431 English III - Business Knowledge**

1st part of semester: special knowledge and skills on finance and taxation  
2nd part of semester: presenting and discussing special knowledge (short presentations)

**Assessment: presentation**

**Lecturer: Ms Bilgili**

**ECTS: 2,5**

**For further information please contact the  
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