Hochschule
für Wirtschaft und Gesellschaft
Ludwigshafen

INTERNATIONAL AFFAIRS

CLASSES IN ENGLISH

BACHELOR AND MASTER

BUSINESS ADMINISTRATION

Wintersemester 2025/2026

Version 23rd September 2025 - This course booklet is subject to modifications –
some information could change during the semester

Hochschule
für Wirtschaft und Gesellschaft
Ludwigshafen

Contents

Contents 1

1) Departments 2

2) Study Program 3

3) Important things to know 5

4) Business Courses in English (Bachelor) 6

5) Special: Lectures only for incoming students 10

6) Business Courses in English (Master) 11

7) Business English Language Classes 14

8) German Language Classes – only for incoming students 15

9) Course Description: Business Courses Bachelor 16

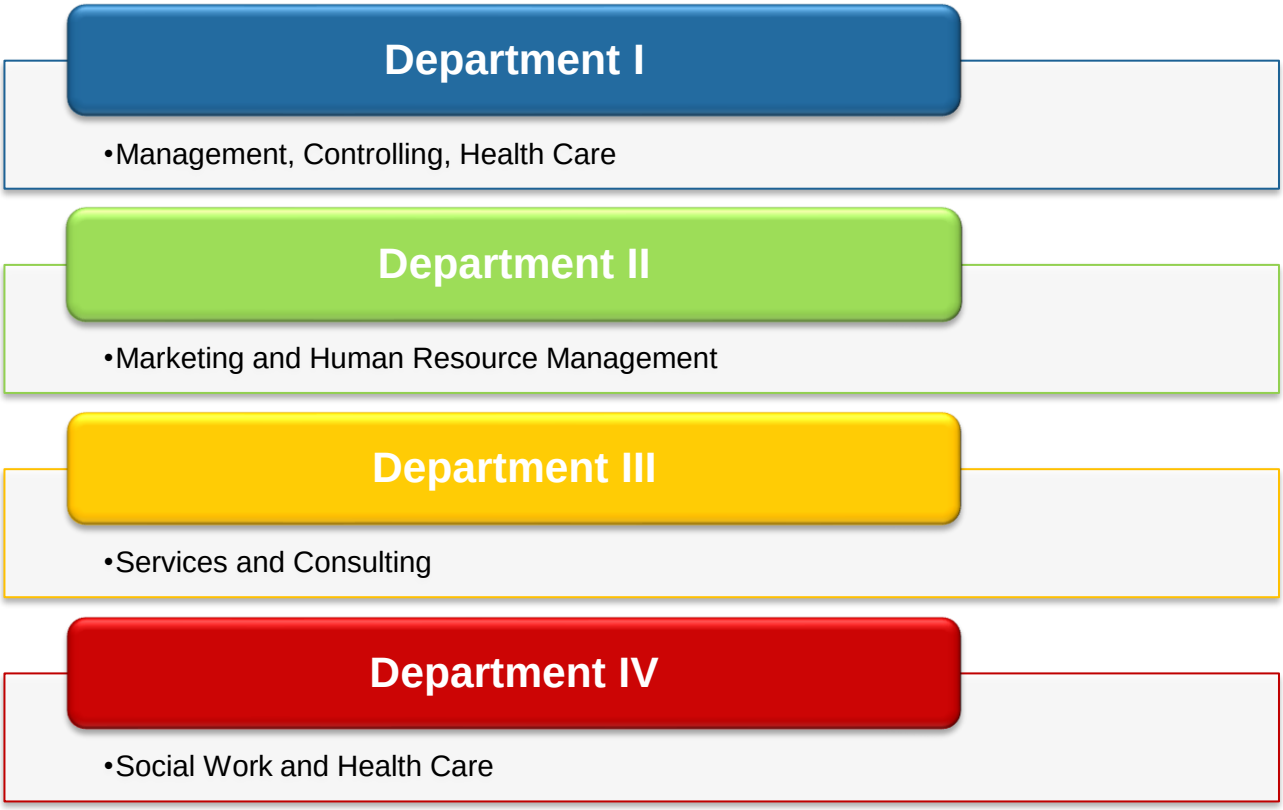
10) Course Description: Special: Courses only for incoming students 25

11) Course Description: Business Courses Master 29

12) Course Description: Business English Language Classes 37

1) Departments

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



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

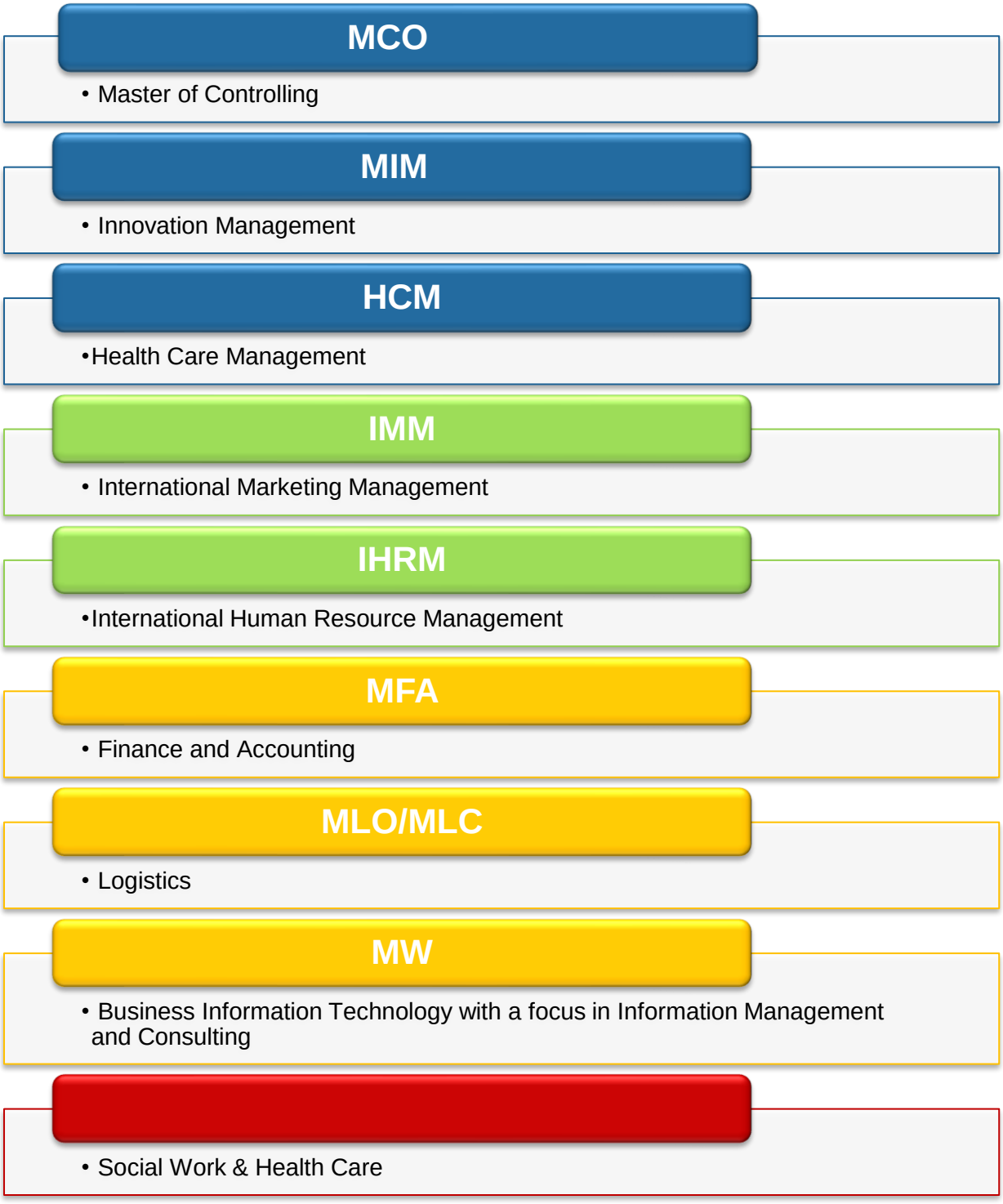
- Logistics

BW

- Consulting and Business Information Techonolgy

- Nursing Education

- Social Work



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 **register for your lectures by Friday 26 September 2025**. (**see PDF "Course Registration WS2025/26**)

- You can make **changes** of your course choice during the **first two weeks of the semester** (deadline: Friday 10 October 2025). In this case please **cancel your original booking**, 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 **"Lectures portal"** 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 7th February 2026)*

- Please arrive to the exam room at least **15 minutes before** the scheduled start of the exam.
- Please have 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**
BMC 431D	ERP Systems	Prof. Dr. Rech	Thu	02.10.2025 to 08.01.2026	08:15 to 09:45	C2.001
BIM431	International Management	Prof. Dr. Gupte	Thu	02.10.2025 to 08.01.2026	14:15 to 15:45	C2.005
BIM522	International Corporate Strategy	Prof. Dr. Lacher	Wed	01.10.2025	10:00 to 11:30	C1.007
				08.10.2025	10:00 to 11:30	A3.005 (A 303)
				15.10.2025	10:00 to 11:30	A1.001 (A 101)
				22.10.2025	10:00 to 11:30	C2.021
				29.10.2025	10:00 to 11:30	C1.005
				05.11.2025	10:00 to 11:30	A1.003 (A 102)
				12.11.2025	10:00 to 11:30	C1.005
				19.11.2025	10:00 to 11:30	C1.005
				26.11.2025	10:00 to 11:30	A1.007 (A 104)
				03.12.2025 to 07.01.2026	10:00 to 11:30	C1.012
BIM541	International Human Ressource Management	Dr. Möbius	Fri	10.10.2025 to 09.01.2026	14:15 to 15:45	A1.007 (A 104)
BIM551* + **BIM552***	International Marketing & Logistics	Prof. Dr. Gupte	Mon	29.09.2025 to 05.01.2026	10:00 to 11:30	A1.005 (A 103)
	Procurement and Supply Chain Management	Prof. Dr. Zipfel	Tue	30.09.2025	11:45 to 13:00	C1.007
				07.10.2025	11:45 to 13:15	A2.005 (A 203)
				14.10.2025	11:45 to 13:15	A2.001 (A201)
				21.10.2025	11:45 to 13:15	A2.001 (A201)
				28.10.2025 to 06.01.2026	11:45 to 13:15	C1.011

* **Please note:**
BIM551 & **BIM552** can only be taken together as they complete each other.

BMC531	Business Administration Seminar „Financial Accounting (IFRS)“ **Max. 8 Incoming students**	Prof. Dr. Kirchner-Khairy	Mon	29.09.2025 to 05.01.2026	10:00 to 11:30	C2.160
BMC711	Case studies and business projects „Financial Statement Analysis” **Max. 5 Incoming students**	Prof. Dr. Kirchner-Khairy	Wed	01.10.2025 to 07.01.2026	11:45 to 13:15	A3.011 (A 305)

Department 2

Marketing						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
M 323	Communications Management **Max. 10 Incoming students**	Prof. Dr. Rüger - Muck	Mon	06.10.2025 to 05.01.2026	14:15 to 15:45	C2.005
			Tue	16.12.2025 (Instead of 15.12.2025)	08:15 to 13:15	C2.013
M 324	Sales Management **Max. 10 Incoming students**	Prof. Dr. Ehm	Mon	29.09.2025 to 22.12.2025	08:15 to 09:45	C2.005
			Wed	10.12.2025 (Instead of 13.12.2025)	11:45 to 13:15	A2.003 (A 202)
					14:15 to 15:45	A2.001 (A201)
				17.12.2025 (Instead of 20.10.2025)	11:45 to 13:15	A1.001 (A 101)

International Business Management (East Asia)						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
C 710	Doing Business in Asia **Max. 5 Incoming students**	Dr. Vermeer	Sat	04.10.2025 to 11.01.2026	08:15 to 09:45	A3.007 (A 304)
			Wed	01.10.2025	08:15 to 11:30	A3.007 (A 304)
				08.10.2025	08:15 to 11:30	A3.009 (A 305a)
				15.10.2025	08:15 to 11:30	A2.001 (A201)
				22.10.2025	08:15 to 11:30	A3.009 (A 305a)
				29.10.2025	08:15 to 11:30	B0.001 (B 011)
				05.11.2025	08:15 to 11:30	A2.001 (A201)
				12.11.2025	08:15 to 11:30	A2.001 (A201)
				19.11.2025	08:15 to 11:30	A3.011 (A 305)
				26.11.2025	08:15 to 11:30	A2.001 (A201)
				03.12.2025	08:15 to 11:30	tba
				10.12.2025	08:15 to 11:30	A1.003 (A 102)
				17.12.2025	08:15 to 11:30	A1.007 (A 104)
				07.01.2026	08:15 to 11:30	A2.001 (A201)

Department 3

Financial Services and Corporate Finance						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BFI 321	Accounting in SAP ERP	Prof. Dr. Pohl	Wed	01.10.2025 to 07.01.2026	08:15 to 11:30	C1.001
BFI 521	Risk Management (Theory)	Prof. Dr. Jamin	Tue	30.09.2025 to 06.01.2026	16:00 to 17:30	see portal

Logistics						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BLS101	General Business Administration	LB Zimmermann	Thu	02.10.2025 to 08.01.2026	10:00 to 13:15	C1.160
BLS111	Business Mathematics	Prof. Dr. Pohl	Tue	30.09.2025 to 30.12.2025	13:30 to 17:00	see portal
BLS121	Production Planning	Prof. Dr. Müller	Wed	01.10.2025 to 07.01.2026	10:00 to 11:30	C2.160
BLS122	Intralogistics	Prof. Dr. Müller	Wed	01.10.2025 to 07.01.2026	11:45 to 13:15	A2.007 (A 204)
BLO/ BSW432	Soft Skills III – Business Ethics	LB Belz	Fri	03.10.2025 to 09.01.2026	17:40 to 19:10	A2.007 (A 204)
			Tue	07.10.2025 (Instead of 10.10.2025)	17:40 to 19:10	A2.003 (A 202)
			Fri	02.01.2026 (Instead of 17.10.2025)	16:00 to 17:30	A2.007 (A 204)
			Fri	09.01.2026 (Instead of 24.10.2025)	16:00 to 17:30	A2.007 (A 204)

Consulting and Business Information Technology						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BWI 401	Consulting Management Skills	Prof. Dr. Selchert	Wed	01.10.2025 to 07.01.2026	08:15 to 09:45	C2.005
BWI 402	Analytic Consulting Skills	Prof. Dr. Selchert	Wed	01.10.2025 to 07.01.2026	10:00 to 11:30	C1.164
BWI 551	English for IT	Prof. Dr. Dorrhauer	Wed	01.10.2025 to 07.01.2026	10:00 to 11:30	C1.011

5) Special: Lectures only for incoming students

Course No.	Course description	Lecturer	Day	Date	Time	Room
IO1	Workshop “Academic Writing and Presentation Techniques”	LB Münch	Sat	15.11.2025	10:00 to 16:00	A1.005 (A 103)
IO2	Germany Today: political, economic, cultural and historical aspects	LB Münch	Tue	30.09.2025 to 14.10.2025	08:15 to 09:45	A3.003 (A 302)
			Sat	08.11.2025	10:00 to 16:00	A3.003 (A 302)
			Sat	22.11.2025	10:00 to 16:00	A3.003 (A 302)
			Tue	09.12.2025	08:15 to 09:45	A3.003 (A 302)
			+ 2 online appointments			
IO7	International Strategic Management	Prof. Dr. Busch	Thu	09.10.2025 to 13.11.2025	10:00 to 13:15	online
IO8	Introduction to Marketing	Dr. Klüver-Beck	Wed	01.10.2025 to 07.01.2026	08:15 to 09:45	B0.005 (B 013)
IO9	International Finance and issues of the World Economies nowadays	Prof. Dr. Mirjana Stojanovic Trivanovic	Mon	06.10.2025 & 13.10.2025	14:15 to 15:45	C1.162
			Wed	08.10.2025	14:15 to 15:45	C1.160
			Fri	10.10.2025	10:00 to 11:30	C1.162
			Wed	15.10.2025	14:15 to 17:30	C1.160
			Wed	19.11.2025	14:15 to 15:45	C1.162
			Fri	21.11.2025 & 28.11.2025	10:00 to 11:30	C1.162
			Mon	24.11.2025	14:15 to 15:45	C1.162
			Wed	26.11.2025	14:15 to 17:30	C1.162
IO10	An introduction to Business English	LB Frank	Fri	10.10.2025 to 09.01.2026	11:45 to 13:15	online
IO12	Principles of modern marketing	Prof. Dr. Tamar Magalashvili from Georgia	Thu	02.10.2025 to 08.01.2026	08:15 to 09:45	online

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**
MCO151 /MIM151	Business Research	Dr. Möbius	Fri	03.10.2025 to 10.01.2026	08:15 to 09:45	C2.009
MCO152 /MIM152	Organizational Behaviour	Dr. Möbius	Fri	03.10.2025 to 10.01.2026	10:00 to 11:30	C2.005
MIM131*	Strategy Planning & Execution	Prof. Dr. Lacher	Tue	30.09.2025 to 07.01.2026	16:00 to 17:30	C2.017
MIM132*	Business Development and M&A	Prof. Dr. Gupte	Thu	09.10.2025	10:00 to 13:15	A3.011 (A 305)
				23.10.2025	10:00 to 13:15	C1.007
				06.11.2025	10:00 to 13:15	C2.015
				20.11.2025	10:00 to 13:15	C2.015
				04.12.2025	10:00 to 13:15	C2.015
				18.12.2025	10:00 to 13:15	A2.001 (A201)
* **Please note**: **MIM131** & **MIM132** can only be taken together as they complete each other.						
MSM141	Ecology as Business Opportunity	Prof. Dr. Gupte	Thu	02.10.2025 to 09.01.2026 even weeks!	10:00 to 13:15	A1.001 (A 101)

Master Health Care Management						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
HCM B233	Marketing and Public Relations in Healthcare	LB Wingen	Thu	02.10.2025 to 09.01.2026	14:15 to 15:45	C2.009
				at 09.10.2025	14:15 to 15:45	A1.003 (A 102)

Department 2

International Marketing Management						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
IMP 112	International Brand Management **Max. 10 Incoming students**	Prof. Dr. Günther	Mon	29.09.2025 to 05.01.2026	08:15 to 09:45	A3.005 (A 303)
IMP 121	Cultural Environment **Max. 10 Incoming students**	Dr. Vermeer	Mon	29.09.2025 to 05.01.2026	14:15 to 15:45	A1.007 (A 104)

International Human Resource Management						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
HR 112	Intercultural Human Resources Management	Dr. Vermeer	Mon	29.09.2025 to 05.01.2026	16:00 to 17:30	C1.164

Department 3

Finance and Accounting						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
MFI 111	Financial Engineering & Structured Finance	Prof. Dr. Jamin	Wed	01.10.2025 to 07.01.2026	11:45 to 13:15	C1.011
MFI 112	Global Financial Markets & Financial Products	Prof. Dr. Jamin	Tue	30.09.2025 to 07.01.2026	10:00 to 11:30	C2.001
MFI 303	ESG Transformation and Regulation	Prof. Dr. Jamin	Thu	09.10.2025	08:15 to 15:45	A3.005 (A 303)
			Thu	11.12.2025	08:15 to 15:45	A1.005 (A 103)
			Thu	18.12.2025	08:15 to 15:45	A1.003 (A 102)
MFI 341	Intercultural Competence	LB Ott	Mon	29.09.2025 to 05.01.2026 even weeks!	14:15 – 17:30	online

Logistics						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
MLO 131	Strategic Management	Dr. Böhringer	Tue	30.09.2025 to 07.01.2026	08:15 to 09:45	C2.160
MLO 133	Consulting Tools and Techniques	Dr. Böhringer	Tue	30.09.2025 to 07.01.2026	10:00 to 11:30	B0.003 (B 012)
MLO 321	Top Management Consulting Pitch	Prof. Dr. Iskan	Fri	10.10.2025 to 19.12.2026	14:15 to 17:30	C1.164
			Sat	11.10.2025 (Instead of 02.01.2026)	14:15 to 17:30	C1.164
			Sat	18.10.2025 (Instead of 09.01.2026)	14:15 to 17:30	C1.164

Business Information Technology with a focus in Management & Consulting						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
MW 111	Business Model Innovation	Prof. Dr. Selchert	Thu	02.10.2025 to 09.01.2026	17:40 to 19:10	B0.003 (B 012)
MW 112	Change Management	Prof. Dr. Selchert	Thu	02.10.2025 to 09.01.2026	16:00 to 17:30	C2.025
MW 121	Strategic Consulting	Prof. Dr. Selchert	Wed	01.10.2025 to 07.01.2026	11:45 – 13:15	C2.021
MW 122	Corporate Performance Enhancement	Dr. Festag	Wed	01.10.2025	08:15 to 11:30	B0.003 (B 012)
				08.10.2025	08:15 to 11:30	A1.001 (A 101)
				15.10.2025	08:15 to 11:30	B0.003 (B 012)
				05.11.2025	08:15 to 11:30	B0.001 (B 011)
				12.11.2025	08:15 to 11:30	A3.009 (A305a)
				03.12.2025	08:15 to 11:30	B0.001 (B 011)
				10.12.2025	08:15 to 11:30	B0.001 (B 011)
MW 123	Business Communication	LB Ott	Mon	06.10.2025 to 15.12.2025 odd weeks!	14:15 – 17:30	online

7) Business English Language Classes

Management, Controlling and Health Care						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BIM 261 Group 1	Business English 2 **Max. 5 students**	LB Braun	Mon	29.09.2025 to 05.01.2026	10:00 to 11:30	C2.009
BIM 261 Group 2	Business English 2 **Max. 5 students**	LB Braun	Mon	29.09.2025 to 05.01.2026	11:45 to 13:15	C2.009
BIM 261 Group 3	Business English 2 **Max. 5 students**	LB Braun	Mon	29.09.2025 to 05.01.2026	14:15 to 15:45	C1.012
BIM 351 Group 1	Business English 3 **Max. 5 students**	LB Nekoui	Fri	10.10.2025 to 09.01.2026	16:00 to 17:30	A3.001 (A 301)
BIM 351 Group 2	Business English 3 **Max. 5 students**	LB Nekoui	Fri	10.10.2025 to 09.01.2026	14:15 to 15:45	A3.001 (A 301)
BIM 351 Group 3	Business English 3 **Max. 5 students**	Dr. Möbius	Wed	01.10.2025 to 07.01.2026	10:00 to 11:30	C2.009
				08.10.2025	10:00 to 11:30	A1.009 (A 105)
BIM 352	Business Communication **Max. 5 students**	Dr. Möbius	Wed	01.10.2025 to 07.01.2026	11:45 to 13:15	see portal

International Human Resources and Organisation						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
P 332	International Business English **Max. 10 students**	LB Merkel	Sat	11.10.2025 to 06.12.2025 odd weeks!	08:15 to 13:15	C2.009

Auditing and Taxation / Financial Services and Corporate Finance						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BFI /BSW 331	English II - Business in Practice **Max. 5 students**	LB Sponheimer	Tue	30.09.2025 to 07.01.2026	08:15 to 09:45	C2.021

Logistics						
Course No.	**Course description**	**Lecturer**	**Day**	**Date**	**Time**	**Room**
BLO 331/ BWI 321	English II - Business in Practice **Max. 5 students**	LB Sponheimer	Thu	02.10.2025 to 08.01.2026	10:00 to 11:30	C1.011
BLO 431	English III – Business Knowledge **Max. 5 students**	LB Sponheimer	Tue	30.09.2025 to 06.01.2026	16:00 to 17:30	C1.164

8) German Language Classes – only for incoming students							
	Language Level	**Lecturer**	**Day**	**Date**	**Time**	**Room**	**ECTS**
DaF1	**A 1.1 (group 1)** - for beginners without any knowledge of German **Max. 15 students**	LB Fitz	Thu	02.10.2025 to 08.01.2026	16:00 to 17:30	C1.160	6
			Fri	10.10.2025 to 09.01.2026	08:15 to 09:45	A1.005 (A103)	
DaF2	**A 1.1 (group 2)** - for beginners without any knowledge of German **Max. 15 students**	LB Beermann	Tue	30.09.2025 to 06.01.2026	16:00 to 17:30	see portal	6
			Thu	02.10.2025 to 08.01.2026	14:15 to 15:45	see portal	
DaF3	**A 1.2** - for beginners with basic knowledge **Max. 15 students**	LB Roy	Thu	02.10.2025 to 08.01.2026	14:15 to 17:30	C2.162	6
DaF4	**A2 / B1** **Max. 15 students**	LB Bokhashvili-Lossin	Thu	02.10.2025 to 08.01.2026	14:15 to 15:45	B3.022 (B309)	6
			Fri	10.10.2025 to 09.01.2026	10:00 to 11:30	see portal	

It is only possible to attend **one** German language class per semester!

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

9) Course Description: Business Courses Bachelor

Department 1

BMC 431 D ERP Systems	
• 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. Rech	**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, 5th Global Edition, Harlow 2020 [Cavusgil] • Wild, John J.; Wild, Kenneth, L.: International Business – The Challenges of Globalization, 9th Global Edition, Harlow 2020 [Wild] • Daniels, John D.; Radebaugh, Lee; Sullivan, Daniel P.: International Business – Environments & Operations, 16th 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. <u>Course objectives:</u> 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 <u>Learning Resources:</u> • 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: Portfolio audit	
Lecturer: Prof. Dr. Lacher	**ECTS: 2.5**

BIM 541 International Human Ressource 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 551 International Marketing & Logistics	
Theoretical foundations and perspectives of internal marketing - Exogenous and endogenous influencing factors - Key decision factors for international marketing - Determining factors of international marketing strategies - Market segmentation/market parcelling - Options for market development - Availability of resources - Determining the international marketing mix - Key elements of international transport and logistics management - Fundamentals of foreign trade management - Transport systems and logistics services - Storage, handling and picking plans - Planning logistics networks - Inventory and stock management	
Assessment: written exam (together with BIM552)	
Lecturer: Prof. Dr. Gupte	**ECTS: 3**

BIM 552 Procurement and Supply Chain Management	
- Thematic basics of procurement and supply chain management - Key decision factors - Options for action in international procurement and SCM - Supplier evaluation - Management of supplier structures - Procurement management and intercultural environment - Risk management in procurement - Delivery performance and customer satisfaction - Information flow and value chains - Organisation of cooperation around SCM - IT for supply chain processes - Implementation of SCM in the company - Planning and implementation of processes	
Assessment: written exam (together with BIM551)	
Lecturer: Prof. Dr. Zipfel	**ECTS: 3**

BMC 531 Business Administration Seminar „Financial Accounting (IFRS)“
In the business administration seminar, students practice scientific working method and thus prepare themselves for the bachelor thesis. The students familiarize themselves with current problems in financial accounting according to the international accounting rules IFRS. Each student has to prepare and present a seminar paper in consultation with their adviser. The topics for the seminar paper are given by the supervising teacher. All students actively deal with their assigned topic, work on the task in a professionally appropriate way and evaluate their results. For this purpose, it is necessary to learn scientific working techniques and apply them successfully. This includes literature research as well as the evaluation and selection of relevant sources. The methods of scientific writing are assumed to be learned by the students on their own. In addition, students acquire in-depth knowledge of the respective field of their topic. In order to present the results achieved, the students prepare a presentation in addition to the seminar paper using appropriate techniques and methods. The students organize themselves and conduct an intensive exchange of information during the seminar. **In person attendance and participation during all presentations is mandatory.**

The first lecture is essential because of the distribution of the topics. Further the students should contact Prof. Dr. Kirchner-Khairy by email (Sandra.Kirchner-Khairy@hwg-lu.de); especially if they miss the first lecture.

Deliverables:

Task	**Deliverables**
1. part: seminar paper	seminar paper (12 to 15 pages)
2. part: Presenation and discussion	- presentation slides - presentation and discussion of your own topic in front of the class
3. part: active participation	active participation during presentation (including discussions) of the peer's seminar presentations

Assessment: seminar paper + presentation	
Lecturer: Prof. Dr. Kirchner-Khairy	**ECTS: 9**

BMC 711 Case studies and business projects „Financial Statement Analysis"

In this course, teams are given a listed company to analyze, based on the company's published annual report (IFRS consolidated report). The selected companies publish their annual report in English as well as in German. Your task is to assess in your team the current economic situation of the company mainly based on the balance sheet, on profit and loss statement and on cash flow statement as well as a business valuation. Typically, a team analyses a company comprehensively using excel sheets, prepares power point slides, writes together project documentation and presents as well as discusses its main results. Furthermore, each participant performs a peer review of her or his team mates and writes a self-reflection report.
The first lecture is essential because of the distribution of the topics. Further the students should contact Prof. Dr. Kirchner-Khairy by email (Sandra.Kirchner-Khairy@hwg-lu.de); especially if they miss the first lecture.

Lecturer: Prof. Dr. Kirchner-Khairy	**ECTS: 6**

Department 2

M 323 Communications Management	
• International Marketing Communication (IMC) • Decision Areas (Communication Mix) • Standardization versus differentiation • Standardization level of advertising • International Marketing Orientations	
Assessment: Case study and presentation	
Lecturer: Prof. Dr. Rüger-Muck	**ECTS: 4**

M 324 Sales Management	
Participants will be taught the theoretical and conceptual basics of sales management. Focus will be on a thorough understanding of sales strategy and channel design. 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 management. Students will train their own selling skills in interactive sessions including role plays and sales pitches. 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)	
Assessment: 10 points sales pitch presentation (either as a video or live performance in class), 20 points case study assignment (written paper 4-6 pages)	
Lecturer: Prof. Dr. Ehm	**ECTS: 4**

C 710 Doing Business in Asia	
General overview with following specific deepenings: • China, India and Southeast Asia • Markets and politics • Culture specifics (dealing with selected cultures such as India, China, Arab states) • Innovation (start-ups, apps, mindset) • Human resource management (How to lead in selected Asian countries? How to lead internationally mixed teams). • Digital communication (apps, digital networks) • Relationship networks, Communication (negotiating with Asian business partners) • Political and military networks (BRICS, QUAD, AUCUS, RCEP, etc.)	
Assessment: Presentations	
Lecturer: Dr. Vermeer	**ECTS: 9**

Department 3

BFI 321 Accounting in SAP ERP	
SAP is the world market leader of ERP software. The software is widely spread and used by many large and midsize companies. In this SAP ERP lecture, different important business processes are presented. After a short introduction of SAP and the SAP ERP System, each process is shown in the SAP S/4HANA system followed by an exercise phase for the students. The processes focus on the financial part within S/4HANA, but not restricted to it (e.g. the purchase-to-pay, the order-to cash processes, asset accounting and controlling are demonstrated).	
Assessment: written exam	
Lecturer: Prof. Dr. Pohl	**ECTS: 6**

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.	
Assessment: oral exam	
Lecturer: Prof. Dr. Jamin	**ECTS: 4**

BLS101 General Business Administration	
Students will learn the fundamentals of economic thinking and be enabled to recognize basic economic problems. This requires acquiring basic knowledge of business administration contexts. The specific characteristics of economics as a science will be recognized. In addition to imparting foundational knowledge of business administration, particular emphasis is placed on the practical application of knowledge in exercises to enhance the students' economic competence. Students are guided to use AI tools to receive feedback on their developed solutions. Topics include: • Economic activity and efficiency • Economic systems • Profitability • Traditional and modern business models • Liquidity and financial planning • Business administration goals and goal systems • Business administration within the system of sciences • Business administration models and methods • Legal forms of enterprises • Organization • Leadership concepts • Cooperation between companies • Current debates in corporate management	
Assessment: written exam	
Lecturer: LB Zimmermann	**ECTS: 5**

BLS111 Business Mathematics	
• Fundamentals of financial mathematics, e.g., calculation of future value and present value of capital, • Use of IT, in particular spreadsheets, to solve problems, • Curve sketching and differential calculus of real functions in one and several variables (with or without constraints), • Determination of extrema, nonlinear optimization in one and several variables, • Elasticity and its application in revenue optimization, • Integral calculus in one variable, • Systems of linear equations and Gaussian elimination, • Business applications of systems of linear equations, • Vector spaces and matrices, multiplication and invertibility of matrices, • Input-output analysis / Leontief method.	
Assessment: written exam	
Lecturer: Prof. Dr. Pohl	**ECTS: 5**

BLS 121 Production Planning	
The design of production systems is closely related to the complexity of planning and control tasks. The lecture addresses different types of production systems and their specific planning requirements. It reaches form simple production lines to job-oriented systems. A look at production islands completes the picture. The challenging planning of orders (scheduling) and managing scarce resources stands in the focus and is illustrated with examples as well as exercises. KANBAN as a well-known decentralized control approach is presented.	
Assessment: oral exam	
Lecturer: Prof. Dr. Müller	**ECTS: 4**

BLS 122 Intralogistics	
Intralogistics addresses the company internal material flow. The lecture presents mainly conveyor systems (continuous and non-continuous) as well as different solutions for the design of warehouses. A brief look at identification highlights the importance of this central component. Factory planning is presented to create a planning context. Even though it is a little technology oriented, the lecture does not require previous technical knowledge. All topics are covered theoretically and illustrated with examples. Exercises help to understand the ideas.	
Assessment: oral exam	
Lecturer: Prof. Dr. Müller	**ECTS: 4**

BLO/BSW432 Soft Skills III – Business Ethics	
Deepening and expanding presentation skills, Audience engagement, Forming and defending personal opinions. Key topics: Globalization, intercultural awareness, business ethics (global and international focus). Students work on a topic in the areas of globalization, interculturality, or business ethics and present it as part of a simulated international meeting with participants from different countries/cultures. Communication takes place in English, with the focus not on perfect correctness but on fluent and confident use. Besides conveying the topic, attention is given to didactic aspects (audience engagement) and defending one's position in discussions.	
Assessment: seminar paper and presentation	
Lecturer: Micaela Belz	**ECTS: 2**

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

IO1 Workshop “Academic Writing and Presentation Techniques"	
In this workshop international exchange students will get an insight in scientific writing at a German university and what it means to prepare for a seminar or research paper and presentation respectively. In most countries this topic is dealt with in large details at the graduate level. In Germany however, students have to address detailed and strict scientific requirements when writing a paper and preparing a presentation at the undergraduate level already. Students will learn about what is expected from them in seminars, presentations and research papers and what role AI plays in all of this. They will also get an insight in the cultural background of German academia and etiquette at German universities. The overall goal is to improve their skills in academic writing and the usage of AI according to the German academic standards. Workshop Content • Academia in Germany • Six phases of academic text production • Practical tips when writing a paper or preparing a presentation with and without AI • Practical exercises	
Assessment: 100 % attendance	
Lecturer: LB Carsten Münch	**ECTS: 1**

IO2 Germany Today: political, economic, cultural and historic aspects	
Germany is a diverse country with a long history and various traditions. In the first part students will get a short overview of German history, with a focus on the Hanseatic League as a precursor of the European Union, Nazi Germany and the destruction of the first German democracy as well as the political & economic development of Germany after WWII. 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 group presentations.	
Assessment: Exercises with presentations 50%, Group Presentation 50%	
Lecturer: LB Münch muench@dhbw-mannheim.de	**ECTS: 4**

IO7 International Strategic Management: New Insights from Management Research and its Integration into Management Practice
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**

IO8 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: Katharina Klüver-Beck (PhD)	**ECTS: 4**

IO9 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**

IO10 An introduction to Business English	
In this course students acquire the language skills needed for effective communication in the business world. Mastering the following areas: Socialising (social chit-chat), Emailing, preparing a talk, KISS. Furthermore, the course program covers the most important grammar topics . Course materials: to be be announced during the first lesson.	
Assessment: written exam	
Lecturer: LB Frank	**ECTS: 4**

IO12 Principles of modern marketing	
The course gives students a comprehensive knowledge of the key concepts, principles, and strategies in modern marketing. Through discussions, case studies, and projects, the course blends theory and practice to help students understand how companies identify and meet customer needs. Students will explore basic marketing tools and techniques, learn to analyze consumer behavior and develop creative and competitive offerings markets. They will also practice building a marketing plan step by step through applying theoretical knowledge to group projects.	
Assessment: group project	
Lecturer: Prof. Dr. Tamar Magalashvili **(Ilia State University, Georgia)**	**ECTS: 4**

11)Course Description: Business Courses Master

Department 1

MCO 151/ MIM 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: Portfolio audit: written exam and group work

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: written exam	
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: project work (together with MIM132)	
Lecturer: Prof. Dr. Lacher	**ECTS: 4**

MIM132 Business Development and M&A	
This course enables students to analyse strategic starting situations and support management in making strategic decisions. To this end, they apply established methods and techniques of business development. Another focus is the planning and implementation of M&A. Contents: - Business area analysis and strategic portfolio management - Business development as a continuous process and management task - Analysing, monitoring and controlling existing business areas - M&A process - Management of the investment life cycle	
Assessment: project work (together with MIM131)	
Lecturer: Prof. Dr. Gupte	**ECTS: 3**

MSM141 Ecology as Business Opportunity	
Upon successful completion of this module, students will be able to: • Identify and develop opportunities for ecologically driven products and business models within companies. • Understand sustainability and ethics as catalysts for business model transformation. • Recognize the strategic potential of ecological and social sustainability in corporate decision-making. • Apply sustainable marketing and innovation strategies to create competitive advantages. Content Overview: • Ecological and social sustainability as a business opportunity • Business potential through sustainable marketing • Competitive advantages through sustainable innovations • Case studies on successful sustainable business models This module equips students with the necessary knowledge and skills to integrate sustainability into corporate strategy, fostering long-term value creation for both businesses and society.	
Assessment: Assignment	
Lecturer: Prof. Dr. Gupte	**ECTS: 3**

HCM B233 Marketing and Public Relations in Healthcare	
• Theoretical framework for communication in healthcare, patient decision-making processes and the need for an interdisciplinary approach (social psychology, communication science, economics). • Key aspects of public relations: media relations, writing persuasive texts, special tools in the healthcare sector. • Specifics of communication with different interest groups via different channels (e.g. print, online, broadcast, events) and aspects of public perception. • Key aspects of marketing: market research, goals, strategies and special tools in the healthcare sector. • Fundamentals of brand management, risk and crisis communication, and reference to relevant legal aspects.	
Assessment: written exam	
Lecturer: LB Wingen	**ECTS: 2**

Department 2

IMP 112 International Brand Management	
Students are able to justify and apply the special features and approaches of international brand management. In particular, the specifics of identity-based brand management in an international context are discussed. In addition to the choice of country market, strategic decisions in international marketing include the type of market entry and the type of market cultivation. To this end, the development, positioning and management of brands in an international context are dealt with using the concept of identity-based brand management and product- and communication-specific explanations are considered. Linguistic and cultural peculiarities are also addressed. The topics are first developed theoretically as part of the lecture and then deepened by means of project work and case studies in group work.	
Assessment: tba	
Lecturer: Prof. Dr. Günther	**ECTS: 3**

IMP 121 Cultural Environment	
Due to increasing globalization tendencies, there are many intercultural interactions in a globalized world. These interactions are not always characterized by mutual understanding; on the contrary, difficulties and conflicts often arise in and with them. In order to be able to behave appropriately in these intercultural situations and to shape them positively, intercultural competence is required, which students acquire in the lecture Cultural Environment. Students gain an in-depth insight into the corporate culture of other countries, in particular China and India. They learn about the different values, norms and working methods of these countries and develop an understanding of other perspectives, customs and traditions. In this way, they also deal with their own cultural imprint and become aware of their own values and norms. They develop an understanding of cultural differences in other countries and interaction partners and are sensitized to the particularities of intercultural communication processes. Students analyze and evaluate typical cultural mistakes made by companies in an international marketing context in a mix of theory, practical exercises and case studies. In the course, students work on problems such as the market entry of a (German) company in a foreign market or the product launch in a foreign market, with a particular focus on the cultural aspect in each case. At the end of the course, students are sensitized to other values, culturally different behaviour and other "ways of doing" and are optimally qualified for a later possible assignment abroad. With an understanding of their own and other values, costly misunderstandings of internationally active employees can be avoided and international business relationships simplified.	
Assessment: tba	
Lecturer: Dr. Vermeer	**ECTS: 3**

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**

MFI 303 ESG Transformation and Regulation	
This course deals with the concept of ESG (environmental – social – governance) / sustainability and its impact on business. We will take a general look at the idea of the concept and specifically at regulations that are currently being implemented at European / international level such as e.g. sustainability reporting, EU Taxonomy, EU Emissions Trading System, or EU Supply Chain Law. Following a general introduction students will be asked to prepare a seminar presentation on one of those topics.	
Assessment: Presentation with additional questions	
Lecturer: Prof. Dr. Jamin	**ECTS: 3**

MFI 341 Intercultural Competence	
Students work on a topic related to intercultural competence and present it as part of a simulated international meeting with participants from different countries/cultures. Key topics: ▪ Globalization and Interculturality – Intercultural Collaboration and Intercultural Problems in Companies ▪ Different forms of intercultural collaboration in business: virtual teams, expansions, mergers, expatriates/inpatriates, etc. ▪ Globalization and Ethical Aspects ▪ Basic concepts: perception, communication, socialization, etc. ▪ Culture: various definitions and aspects of culture ▪ Cultural Differences: important theories on cultural differences (e.g., Hofstede, Hall, GLOBE study) ▪ Recognizing and Coping with Cultural Differences ▪ Culture Shock: Definition, Course, and Coping with Culture Shock ▪ Individual Attitude, Determinants of Attitude ▪ Systemic Environment of Intercultural Communication (Culture, Situation, Personality) ▪ Cultural Characteristics ("Business Etiquette") of important geographical regions	
Assessment: Seminar paper and presentation	
Lecturer: LK Ott	**ECTS: 3**

MLO 131 Strategic Management	
• Vision and strategic goals • Instruments for strategic analysis of the corporate environment (including macro-environment analysis, industry structure analysis, competitor analysis) • Instruments for strategic analysis of the company (e.g. value chain, core competence approach) • Merging: portfolio analyzes (including SWOT, BCG and McKinsey matrix) • Choice of strategy (e.g. growth strategies according to Ansoff, generic competitive strategies, outpacing, blue ocean, strategies in shrinking markets) • Strategy implementation (including connection to operational planning, balanced scorecard) • Strategic control	
Assessment: written exam	
Lecturer: Dr. Böhringer	**ECTS: 2**

MLO 133 Consulting Tools and Techniques	
• Organizational design: dimensions (division of labor/"forms") organizations, coordination, distribution of decision rights) • The successful organization: Contingencies (on three levels: task, firm, environment) • The organizational design process: tools (from analysis to synthesis) • Consulting approaches • The consulting process • Basis of consulting: Methods	
Assessment: seminar paper + presentation	
Lecturer: Dr. Böhringer	**ECTS: 2**

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**

MW 123 Business Communication	
▪ Effective communication: Rhetoric, body language, and individual attitude in communication situations; structuring content/train of thought ▪ Important communication models for consulting: Non-violent communication, NLP, etc. ▪ Small talk: Overcoming communication barriers ▪ Dealing with disruptions, handling objections, dealing with personal attacks ("killer phrases") ▪ Negotiating and persuading: Harvard concept, active listening and person-centeredness, fair and unfair negotiation tactics, conflicts and conflict resolution ▪ Intercultural communication: Recognizing and overcoming intercultural differences and challenges ▪ Business etiquette and negotiation tactics in different geographical regions ▪ Self-image and external image: How do I appear to my communication partners? How do I convince people in presentations? ▪ Presentation and communication skills in English	
Assessment: tba	
Lecturer: LK Ott	**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 332 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 / BSW/ BLO 331 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	
Lecturer: Mr. Harry Sponheimer	**ECTS: 2,5**

BLO 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: Mr. Harry Sponheimer	**ECTS: 2,5**

For further information please contact the International Office:

Head of International Affairs: ***Mrs. Kerstin Gallenstein***

Coordinator Incoming Mobility: ***Mrs. Alexandra Ege***

E-Mail: Alexandra.ege@hwg-lu.de
Fon: +49 (0)621 5203 116

Office Hours: Tue. – Fri. 09:00–12:30

Mon., Tue. and Thu. 14:30 – 16:00 (by appointment)

Location: Building C, Room C1.122