INTERNATIONAL AFFAIRS

CLASSES IN ENGLISH

BACHELOR AND MASTER BUSINESS ADMINISTRATION

Wintersemester 2019 / 2020
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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
Each department offers a specialized study program. Students have the opportunity to choose among the following Bachelor and Master programs:

- **BCO**: Controlling
- **IME**: International Management Eastern Europe
- **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**
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

1) Avoid overlapping in your course choice
   Class attendance is important; 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.

2) Please take care by yourself by checking the LSF-system (instructions see red booklet), that your individual course choice works without overlapping!

3) Please double check the lecture details (date, time and room) daily in LSF as those might be subject to changes during the first weeks.

   You have to take care about your own personal schedule!
   You are responsible to know your lecture times and exam dates!

…for the exams (exam period ends 31st January 2020)*

- 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.

Please apply for all the classes marked in orange at the International Office from 23.09.2019 - 04.10.2019!
### Controlling, Management and Information

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>BCO 351 D</td>
<td>Introduction to SAP/R3</td>
<td>Prof. Dr. Hannig</td>
<td>Tue</td>
<td>Every week</td>
<td>10:00 - 11:30</td>
<td>A 304</td>
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<tr>
<td>BCO / IME 511</td>
<td>Strategic Management</td>
<td>Prof. Dr. Lacher</td>
<td>Thu</td>
<td>Every week</td>
<td>08:15 - 11:30</td>
<td>A 302</td>
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### International Management Eastern Europe

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<tbody>
<tr>
<td>IME 432</td>
<td>Business Skills</td>
<td>LB Rehberger</td>
<td>Thu</td>
<td>Every week</td>
<td>16:00 - 19:10</td>
<td>E 81b</td>
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<tr>
<td>IME 451</td>
<td>International Management (max. 5 students)</td>
<td>Prof. Medvedev</td>
<td>Mon + Thu</td>
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<td>08:15 - 13:15</td>
<td>E 81b</td>
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<td>24.10.19</td>
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<tr>
<td>IME 541</td>
<td>Seminar: Challenges of Business Management in Emerging Markets (max. 6 students)</td>
<td>LB Fritzmann</td>
<td>First meeting on Thursday 26.09.2019, 8:00 – 10:00 am in room B011</td>
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**Notes**
### Marketing

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<tr>
<td>M 211</td>
<td>Communications Management</td>
<td>Prof. Dr. Rüger-Muck</td>
<td>Tue</td>
<td>12.11.19</td>
<td>10:00 - 13:15</td>
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<td>26.11.19</td>
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<td>M 301</td>
<td>Brand Management</td>
<td>Prof. Dr. Günther</td>
<td>Wed</td>
<td>Every week</td>
<td>11:45 – 13:15</td>
<td>E 115b</td>
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<td>A 104</td>
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<td>Every week</td>
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<td>E 115b</td>
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<td>/</td>
<td>Global Strategic Management</td>
<td>Prof. Dr. Busch</td>
<td>Wed</td>
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<td>10:00 – 13:15</td>
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### International Human Resources and Organization

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<tr>
<td>P 331</td>
<td>International Organization</td>
<td>Prof. Dr. Busch</td>
<td>Thu</td>
<td>Every week</td>
<td>08:15 – 09:45</td>
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<tr>
<td>P 431</td>
<td>International Human Resource Management</td>
<td>Prof. Dr. Weinert</td>
<td>Fri</td>
<td>Every week</td>
<td>08:15 - 11:30</td>
<td>E 1109</td>
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<tr>
<td>P 432</td>
<td>Intercultural and International</td>
<td>Dr. Vermeer</td>
<td>Mon</td>
<td>Every week</td>
<td>14:15 – 15:45</td>
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<td>Management</td>
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<td>P 433</td>
<td>English in International Business</td>
<td>LB Merkel</td>
<td>Fri</td>
<td>Every week</td>
<td>08:15 – 11:30</td>
<td>E 040</td>
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<tr>
<td></td>
<td>(max. 5 students)</td>
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### International Business Management East Asia

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<tbody>
<tr>
<td>K 791</td>
<td>History of Korean Economy (max. 5 students)</td>
<td>LB Park</td>
<td>Tue</td>
<td>First meeting 26.09.19</td>
<td>11:45 - 13:15</td>
<td>A 104</td>
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<tr>
<td>K 792</td>
<td>Korean Culture, Society and Business Environment (max. 5 students)</td>
<td>LB Park</td>
<td>Tue</td>
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<td>11:45 - 13:15</td>
<td>A 104</td>
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<tr>
<td>K 793</td>
<td>Businesses in Korea (max. 5 students)</td>
<td>LB Park</td>
<td>Tue</td>
<td>First meeting 26.09.19</td>
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### Department 3

### Financial Services an Corporate Finance

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<tbody>
<tr>
<td>BF 312E</td>
<td>Behavioral Economics and Behavioral Finance</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week Start: 23.09.19 End: 23.12.19</td>
<td>17:40 – 19.10</td>
<td>A 303</td>
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<tr>
<td>BF 533</td>
<td>Investment Banking</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week Start: 23.09.19 End: 23.12.19</td>
<td>16:00 – 17:30</td>
<td>A 303</td>
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<tr>
<td>BF 542</td>
<td>Treasury and Risk Management</td>
<td>Prof. Dr. Pohl</td>
<td>Thu</td>
<td>Every week Start: 26.09.19 End: 02.01.20</td>
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### Logistics

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<tr>
<td>BL 120</td>
<td>“Beer Game” (max. 17 students)</td>
<td>Prof. Dr. Bongard</td>
<td>In the exam period in January 2020 Further information will follow</td>
<td>Further information as for the application will follow</td>
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<td>BL 332</td>
<td>Production Planning</td>
<td>Prof. Dr. Müller</td>
<td>Wed</td>
<td>Every week Start: 25.09.19 End: 18.12.19</td>
<td>12:30 – 14:00</td>
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### Consulting and Business Information Technology

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<tr>
<td>BW 412</td>
<td>Analytic Consulting Skills</td>
<td>Prof. Dr. Selchert</td>
<td>Tue</td>
<td>Every week  Start: 24.09.19  End: 17.12.19</td>
<td>11:45 – 13:15</td>
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<td>BW 413</td>
<td>Social Consulting Skills  (max. 5 students)</td>
<td>LK Heinzel</td>
<td>Thu</td>
<td>Every week  Start: 26.09.19  End: 02.01.20</td>
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### 5) Special: International and Intercultural Aspects of Business

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<th>Room</th>
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<tbody>
<tr>
<td>Workshop “Academic Writing and Presentation Techniques”</td>
<td>LB Ablaß</td>
<td>Sat</td>
<td>19.10.19</td>
<td>10:00 - 15:00</td>
<td>E 115</td>
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<tr>
<td>Germany Today: political, economic, cultural and historical aspects</td>
<td>LB Ablaß</td>
<td>Tue</td>
<td>Every week  Start: 24.09.19  End: 17.12.19</td>
<td>08:15 – 09:45</td>
<td>E 1109</td>
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### Notes
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<tbody>
<tr>
<td>Current Economic Issues of the European Union</td>
<td>LB Papastamatelou</td>
<td>Mon</td>
<td>Every week</td>
<td>10:00 – 13:15</td>
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<td>Start: 07.10.19</td>
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<td>10:00 – 11:30</td>
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<td>Changes within the EU in the face of “Brexit”</td>
<td>LB Papastamatelou</td>
<td>Fri</td>
<td>Every week</td>
<td>14:15 – 17:30</td>
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<td>International Marketing from an European Perspective (max. 10 students)</td>
<td>Prof. Dr. Busch</td>
<td>Wed</td>
<td>Every week</td>
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<td>Prof. Dr. Busch</td>
<td>Fri</td>
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<td>08:15 – 11:30</td>
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<td>22.11.19</td>
<td>06.12.19</td>
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<tr>
<td>European Challenges: Effects of the Enlargement of the European Union</td>
<td>LB Papastamatelou</td>
<td>Fri</td>
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<td>Entrepreneurship in a European Perspective</td>
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**Notes**
7) 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!

### Master of Controlling

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<td>Dr. Möbius</td>
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### Health Care Management

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<td>Internationalisation of the Health Care Industry</td>
<td>Prof. Dr. Häusler</td>
<td>Thu</td>
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### Notes

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### International Marketing Management

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### Logistics

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8) Business English Language Classes

### Management, Controlling and Health Care

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<tr>
<td>BCO 531</td>
<td>International Business Communications</td>
<td>Dr. Möbius</td>
<td>Wed</td>
<td>Every week</td>
<td>Start: 25.09.19</td>
<td>10:00 - 11:30</td>
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<tr>
<td>BCO 533</td>
<td>Negotiations and Meetings</td>
<td>Dr. Möbius</td>
<td>Tue</td>
<td>Every week</td>
<td>Start: 24.09.19</td>
<td>08:15 - 09:45</td>
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### International Human Resources and Organisation

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>P 140 A</td>
<td>Business English 1 (max. 3 students)</td>
<td>LK Miller</td>
<td>Tue</td>
<td>Every 2 weeks</td>
<td>Start: 24.09.19</td>
<td>14:15 - 17:30</td>
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</tr>
<tr>
<td>P 140 B</td>
<td>Business English 1 (max. 3 students)</td>
<td>LK Miller</td>
<td>Tue</td>
<td>Every 2 weeks</td>
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### Auditing and Taxation

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<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC 341*</td>
<td>Business English 3</td>
<td>LB Schüle</td>
<td>Mon</td>
<td>Every week</td>
<td>10:00 - 11:30</td>
<td>A 303</td>
</tr>
<tr>
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<tr>
<td>BC 342</td>
<td>Business English 4</td>
<td>LB Schüle</td>
<td>Fri</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
<td>A 303</td>
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### Financial Services and Corporate Finance

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<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
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<td>BF 351*</td>
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<td>Every week</td>
<td>10:00 - 11:30</td>
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<td>BF 352</td>
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<td>Every week</td>
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### Logistics

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<th>Course No.</th>
<th>Course description</th>
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<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>BL 351*</td>
<td>Business English 3</td>
<td>LB Sponheimer</td>
<td>Thu</td>
<td>26.09.19</td>
<td>12:30 - 14:00</td>
<td>A 302</td>
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<tr>
<td></td>
<td>(max. 2 students)</td>
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<td>10.10.19</td>
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<td>B 005</td>
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<td>Every week</td>
<td></td>
<td>A 302</td>
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<td></td>
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<td></td>
<td>Start: 17.10.19</td>
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<tr>
<td>BL 352</td>
<td>Business English 4</td>
<td>LB Sponheimer</td>
<td>Mon</td>
<td>Every week</td>
<td>16:00 - 17:30</td>
<td>E 81</td>
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### Business Information Management

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<thead>
<tr>
<th>Course No.</th>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>BW 361*</td>
<td>Business English 3</td>
<td>LB Hutschins-Inman</td>
<td>Sat</td>
<td>Every 2 weeks</td>
<td>10:00 - 13:15</td>
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<td>BW 461</td>
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<td>LB Hutschins-Inman</td>
<td>Sat</td>
<td>Every 2 weeks</td>
<td>13:30 - 18:00</td>
<td>A 101</td>
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<td>Start: 02.11.19</td>
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<td>19.10.19</td>
<td>10:00 - 15:45</td>
<td>E 013</td>
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<td></td>
<td>14.12.19</td>
<td>13:30 - 18:00</td>
<td>E 013</td>
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</table>

* Please note: The courses “Business English” (BC 341/BF 351/BL 351/BW 361) will treat specific terminology (according to major) and may therefore be not relevant for every student.
9) German Language Classes

<table>
<thead>
<tr>
<th>Language Level</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 1.1 (group 1)</td>
<td>LB Beermann</td>
<td>Tue</td>
<td>Every week</td>
<td>Start: 24.09.19</td>
<td>16:00 - 19:10</td>
<td>E 1042</td>
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<td>A 1.1 (group 2)</td>
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<td>Thu</td>
<td>Every week</td>
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<td>A 101</td>
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<td></td>
<td></td>
<td>Wed</td>
<td>Every week</td>
<td>Start: 25.09.19</td>
<td>08:15 - 09:45</td>
<td>B 011</td>
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<tr>
<td>A2</td>
<td>LB Öffler-Weick</td>
<td>Tue</td>
<td>Every week</td>
<td>Start: 01.10.19</td>
<td>14:15 - 15:45</td>
<td>E 114</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wed</td>
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<td></td>
<td>11:45 - 13:15</td>
<td>E 1042</td>
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<td>E 114</td>
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<td></td>
<td></td>
<td>Fri</td>
<td>Every week</td>
<td>Start: 27.09.19</td>
<td>14:15 - 15:45</td>
<td>A 303</td>
</tr>
<tr>
<td>Konversation + aktuelle Themen und Textarbeit (Oberstufe)</td>
<td>LB Ablaß</td>
<td>Tue</td>
<td>Every week</td>
<td>Start: 24.09.19</td>
<td>10:00 - 11:30</td>
<td>E 1040</td>
</tr>
</tbody>
</table>

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!!
## 10) Further Language Classes

<table>
<thead>
<tr>
<th>Language Level</th>
<th>Lecturer</th>
<th>Day</th>
<th>Time</th>
<th>Room</th>
<th>Fee</th>
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<tbody>
<tr>
<td>A 1.1</td>
<td>LB Romero</td>
<td>Wed</td>
<td>14:15 - 15:45</td>
<td>B 01</td>
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<tr>
<td>A 1.2</td>
<td>LB Romero</td>
<td>Wed</td>
<td>16:00 - 17:30</td>
<td>B 01</td>
<td>30 €/semester *</td>
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<tr>
<td>A 2.1</td>
<td>LB Romero</td>
<td>Wed</td>
<td>17:40 - 19:10</td>
<td>B 01</td>
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</tr>
</tbody>
</table>

* min. 10 participants. Please be aware that the teaching instruction will be in German. Application at the International Office until 11.10.19. The Spanish language class will start 16.10.19

### Notes
11) Course Description: Business Courses Bachelor

BCO 351 D  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

BCO / IME 511  Strategic Management

General course information:
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 group work and presented in the lectures.

Course objectives:
After successfully competing 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:

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.

Assignments: written exam

Lecturer: LB Lacher  ECTS: 6
### IME 432  Business Skills

- Communication and body language
- Presentation techniques and feedback
- Business correspondence
- Application and resume / CV
- Digression: creativity (happiness report, design thinking)

**Assessment:** successful participation (75 % attendance minimum) + term paper and/or presentation

**Lecturer:** LB Rehberger  
**ECTS:** 2.5

### IME 451  International Management

The course presents a role of strategic management in success of a multinational enterprise. It provides a framework for strategy analysis and building resources for competitive success. It introduces tools for corporate and business strategy as well as for strategy implementation. It delivers an experience of multinational corporations from numerous countries in separate regions with a help of a collection of instructive cases. The process of a foreign strategy formulation and implementation is discussed. The global value chain concept is presented which helps managers at MNCs make decisions on a configuration of firm’s activities. The course presents some practical issues in selecting either non-equity foreign operation methods or foreign direct investment methods.

**Assessment:**
- In-class activity (quality of participation, exercises, and class discussion) – 20 %
- Three reviewed class tests – 15 %
- Mid-term written test – 20 %
- Home assignment (written reports and presentations) – 30 %
- Comprehensive case analysis (written report and presentation) – 15 %

**Lecturer:** Prof. Medvedev  
**ECTS:** 7

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**Notes**
This class offers you a combination of a thesis, scientifically researched, and presentation of your results to a virtual management board. Case studies are all taken from real life in emerging markets. You should be prepared to work on complex topics in a team with little to no standard literature available. You can expect intense and individual sparring in a little class with strong practical content.

- Team/group work (2 - 3 people)
- Only 2-3 lectures in person during semester with mandatory attendance
- First appointment: allocation of topics (p.e. M&A in Russia, direct investments in Iran,…), literature will be provided but own research is of major importance
  - Contact during semester via E-Mail/Webex session
  - Two deadlines for handing in the first draft (“red thread”) and then the final structure of the paper within the semester
  - Seminar paper covering extensive elaboration of the provided topics, values 70%
  - Second appointment: Management presentation, values 30%
  - Deadline for handing in the final version of the seminar paper after the management presentation so that remarks and advises can be taken up

- First meeting on Thursday 26.09.2019, 8:00 – 10:00 am in room B011

Assessment: Management presentation values 30 % + Seminar paper values 70 %

Lecturer: Dr. Fritzmann  
ECTS: 6
Global Strategic Management

Over the last few decades, international activities of companies have gained dramatically in importance. Empirical evidence for this statement can be found, for instance, in the rapid growth of world trade and in foreign direct investment flows as well as in the high share of intra-company trade on total world trade, indicating the relevance of cross-border value creation processes. Courses on International Management have, thus, become an integral part of most management studies at universities today. This lecture intends to give a compact overview of the most relevant concepts and developments in International Management. The various strategy concepts of internationally active companies and their implementation in practice are the core of this lecture. Text book knowledge, as well as empirical findings and case studies will be combined. The lecture introduces selected questions of International Management and gives a thematic overview of key issues and illustrates each topic by providing a comprehensive case study.

The lecture is divided into the following major parts:

- **Introduction to Strategic International Management**
  This part lays the foundation by explaining basic concepts of International Management: multinational corporations as networks, the integration / responsiveness-framework, role typologies for foreign subsidiaries, motives for internationalization

- **The External Environment of Multinational Corporations**
  The influence of the external environment on multinational corporations is described, looking into market barriers and regional integration, the competitive advantage of nations and the influence of country culture

- **International Coordination**
  This part focuses on the coordination of internationally dispersed activities in a Multinational Corporation. An overview of formal and informal instruments is given and some coordination instruments are discussed in more detail; corporate culture as coordination mechanism, CSR of MNC

- **Foreign Operation Modes**
  Basic types and theoretical explanations of foreign Operation modes, buying, outsourcing and offshoring, international alliances, wholly-owned subsidiaries, greenfield investments, merger and acquisitions

Delivery of the course will be based upon

- A combination of lectures, discussions, and readings
- The primary objective of this multi-faceted approach is to combine theoretical knowledge with managerial practice, enhance systematic thinking, stimulate class participation, and facilitate effective interaction and communication between the instructor and participants.
- Teamwork will be a major part of participant assessment in the course

**Assessment: group discussions, presentations plus seminar paper**

**Lecturer:** Prof. Dr. Busch  
**ECTS:** 4

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**M 211 Communications Management**

- International Marketing Communication (IMC)
- Decision Areas (Communication Mix)
- Standardization versus differentiation
- Standardization level of advertising
- International Marketing Orientations

**Assignments: Case study and presentation**

**Lecturer:** Prof. Dr. Rüger-Muck  
**ECTS:** 4
### M 301 Brand Management

Within the context of this course, participants will be taught the theoretical and conceptual basics of Brand Management. The course's scope will be on a decision-oriented brand management approach. Topics such as brand extension, brand architecture and brand equity management will be covered as well. Students will apply the theoretical knowledge in assignments. During the entire course, participants will partly work in teams and present their findings to the rest of the group.

Assignments: The final grade will be derived as follows: 50 % presentation of assignments and 50 % assignment paper

| Lecturer: Prof. Dr. Günther | ECTS: 4 |

### P 331 International Organization

After discussing various motivations for and ways of „going global“ and the risks related to them, we will look at the gradual and varied evolution of corporate structures of international companies depending on their size and the type of business. Last but least, a special focus will lie on the HR requirements of certain organizational forms and which characteristics the HR professional needs to look for in new staff.

Assignments: a (group) seminar paper is 100% of the grade

| Lecturer: Prof. Dr. Busch | ECTS: 4 |

### P431 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.)

Assignments: written exam

| Lecturer: Prof. Dr. Weinert | ECTS: 4 |

### P 432 Intercultural and International Management

- Research results of intercultural management studies;
- Theories, concepts and typologies of culture;
- Implications of intercultural management studies for HRM, Marketing and other business functions;
- Importance of intercultural competence and intercultural training and development.

Assignments: presentation

| Lecturer: Dr. Vermeer | ECTS: 4 |

### P 433 English in International Business

The course strengthens business communication skills by providing opportunities to practice English through a variety of business-related activities.

Business English students will:
- increase their awareness and knowledge of international business practices
- develop vocabulary for everyday Business Correspondence
- develop vocabulary for situations in Human Resources

Assignments: role play and / or presentation

| Lecturer: LB Merkel | ECTS: 4 |
K 791  History of Korean Economy
Students know the history of Korean economy as the root of Korean modern economy, they are able to
describe its changes and how it evolved. At the same time, they get deep insight views about the Korean
history, therefore, they can reflect this knowledge to gain a better understanding of Korea`s present
economy.

- Background of Korean economic development: political and historical key events
- International impacts on Korean economy: geo-political impact and its meanings, e.g. Korean War,
  Cold War, Liberalisation of China, etc.
- The development of Korean economy in three distinct periods: Dynastic Degeneration, Colonial and
  Modern Growth
- Differences of the two Koreas (South and North)

Assignments: Presentations during the semester and assignment at the end of semester
Lecturer: LB Park  ECTS: 4

K 792  Korean Culture, Society and Business Environment
Students know about the cultural and social impact on Korean business environment. They understand
Koreans` attitude, behaviour and actions in a business environment.

- Korean culture and its impact on Korean society
- The cultural and social impact on Korean business environment: people`s attitudes, employers` and
  employees` ethic / morale
- Characteristics of the Korean business environment: political supports, labour market

Assignments: Presentations during the semester and assignment at the end of semester
Lecturer: LB Park  ECTS: 4

K 793  Business in Korea
Students know about various areas and settings in the Korean business world. They gain crucial
knowledge about modern businesses in Korea. They are able to discuss and analyse challenges and
prospects of Korean economy.

- Modern Korean business areas
- Leadership and communication in Korean businesses: business culture, leadership style
- Challenges and opportunities of Korean businesses in the domestic and global stages
- The future of Korean economy

Assignments: Presentations during the semester and assignment at the end of semester
Lecturer: LB Park  ECTS: 4

Notes
BF 312E  Behavioral Economics and Behavioral Finance

Overview:
This course deals with exciting recent findings in the field of behavioral economics / behavioral finance (a discipline that combines economy and psychology and also includes research about neuro-economics). Show-cases, examples and case-studies will help you to learn more about how your brain works. And why we humans tend to think rationally but mostly act irrationally. A significant improvement of you decision-behavior (especially regarding vocational, economic and financial decisions is not only possible but inevitable)
Fun and a high level of work satisfaction are absolutely inevitable if you only bring along your natural curiosity and the willingness to get involved in new dimensions of thinking and questioning old patterns.

Selected Extracts from the Content:
- Introduction: Overconfidence and the “Mount Stupid”
- Self-Deception and general biases – an exciting overview
- Brain-watch and “gut-feeling”
- Sex matters: Money saving and investment decisions still are gender-specific.
- Commitment and consistency (a tribute to Robert Cialdini)
- How not to be a “lucky fool” in financial decisions (a tribute to Nassim Taleb)
- Risk Savvy: How to make smart decisions in situations of extreme uncertainty (a tribute to Gerd Gigerenzer)
- The value of advice that sticks (a Tribute to Moira Somers)
- Why we cannot not compare - prospect-theory is so realistic (a tribute to Daniel Kahneman/Amos Tversky)
- Little impact – great difference (a tribute to Richard Thale)

Assessment: Written Exam or Presentation plus Paper (published in Olat for the other students)
Lecturer: Prof. Dr. Walz  ECTS: 4

BF 533  Investment Banking

Content:
- Differences between IB and Commercial Banking
- Overview of recent market developments
- Transaction-cost-theoretical derivation of IB functions
- Definition and explanation of option markets using EUREX
- Systematization and explanation of no standardizes derivative instruments (especially forwards, caps, oors, collars, swaps)
- Systematization and explanation of standardized derivative instruments (in particular and futures)

Assessment: written exam
Lecturer: Prof. Dr. Walz  ECTS: 4

Notes
### BF 541 Risk management
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

### BF 542 Treasury and Risk Management
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.

**Assignments:** written exam  
**Lecturer:** Prof. Dr. Pohl  
**ECTS:** 4

### BL 120 “Beer Game”
The so-called “Beer Game” is a role-play supply chain simulation game that lets students experience typical coordination problems of (traditional) supply chains, in which information sharing and collaboration does not exist. In more general terms, the setup of this game represents any non-coordinated system in which problems arise due to lack of systematic thinking.

**Assessment:** 100 % attendance  
**Lecturer:** Prof. Dr. Bongard  
**ECTS:** 1

### BL 332 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

### Notes
Intralogistics Systems and Processes

This course introduces you to essential systems and crucial processes of intralogistics, such as transportation, material handling, production planning, warehouse operations, order picking and product identification. After completing this course, you will be able to understand planning strategies as well as different practical approaches as to storing, moving and tracing goods along the value chain within the production process.

The lecture is split in two phases. The first half of the course (English for Logistics) reviews your English proficiency and will provide you with a solid foundation of specific language skills referring to the topics to be covered in the second phase.

The second half of the course (Logistics Skills) builds on the previously acquired language skills and illustrates fundamental concepts, underlying planning tools as well as sample calculations for processes in intra-company logistics networks. A strong emphasis will be put on the flow of material from inbound to outbound along with the appropriate design and management thereof. Where applicable, examples from industry will be used to provide illustrations of the concepts in practice.

The main topic areas we will focus on are:

- Plant Layout Design
- Production Processes and Material Handling
- Warehousing
- Order Picking and Shipping
- Identification Systems and Traceability

Additionally, we will discuss:

- Historical Backgrounds
- Logistics Basics
- Disciplines in Logistics
- Transportation

Assessment: written exam

Lecturer: Prof. Dr. Müller / LK Sponheimer  
ECTS: 4

Notes
## BW 411  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
- The final presentation

**Assessment:** Rated assignments; a final exam only upon specific student request at the outset of the course

**Lecturer:** Prof. Dr. Selchert  
**ECTS:** 4

## BW 412  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 assignments; a final exam only upon specific student request at the outset of the course

**Lecturer:** Prof. Dr. Selchert  
**ECTS:** 4
Consultants are predominantly serving people in organizations. Thus, for the success of a consulting project, the social consulting skills are of great importance. In this class, numerous mission-critical social skills will be illustrated and practiced.

### Semester Agenda:

- **Design successful business meetings and negotiations**
  - How to successfully start and end a business meeting
  - How to structure the main part of a business meeting
  - What are the key negotiating strategies and how to apply
  - How to avoid difficult meeting situations

- **Persuade and influence effectively**
  - What are the six universal principles of persuasion
  - Understand and use these typical influencing and persuading principles in business situations

- **Promote yourself skilfully**
  - How to demonstrate an effective self-introduction in business situations
  - How to successfully navigate business small talk and show other essential interpersonal skills in consulting

- **Act smart and compliant with the business etiquette**
  - How to handle a variety of social and business situations
  - What is professional business behaviour and what are suggested standards for appearance and dining?

### Requirements:

Participants of this course should have **good communication skills in English**, since there will be many active parts like role plays in the class.

### Assessment:

**Rated assignments; a final exam only upon specific student request at the outset of the course**

| Lecturer: LK Heinzel | ECTS: 4 |
### Course Description: International and Intercultural Aspects of Business

#### Business Plan

Create and develop your own business plan and pitch your idea. This course is all about coming up with a viable business concept and thinking it through to the last detail. Your strength lies not only in yourself, but in your team. This project is as much a test of your own knowledge, analytical and creative competencies as about your ability to successfully work together in a team and have fun doing it!

Take up the challenge and see what you can achieve. Looking forward to working with you and creating together.

**Assessment:** will be announced

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<th>Lecturer: LK Miller</th>
<th>ECTS: 4</th>
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#### 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

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<th>Lecturer: LB Ablaß</th>
<th>ECTS: 1</th>
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#### Germany Today: political, economic, cultural and historic aspects

Germany is a diverse country with a long history and various traditions. During this course you will get an overview of Germany society, the political system at the local, state and federal level, and you get acquainted with the geography and climate. We also look at the economy and the educational system and try to analyse central German cultural standards. With this course, you will get a much better understanding of 21st century Germany, its values, behaviours and morals and what it means to “be German”.

**Assessment:** presentation, written test

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<th>Lecturer: LB Ablaß</th>
<th>ECTS: 4</th>
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### 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. Other important topics are energy policy, trade policy, labour market reforms and others. In this course first 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 analysed. The Euro crisis will be an important part of this, but also 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
Leadership Styles in a European Perspective

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leadership as a trait or characteristic differs from leadership as a process. Statements like "He is born to be a leader" or "She is a natural leader" are commonly expressed by people who take a trait perspective toward leadership. The trait perspective suggests that certain individuals have special innate or inborn characteristics or qualities that make them leaders, and that it is these qualities that differentiate them from non-leaders.

Studies of cross-cultural leadership have followed two basic approaches: the emic or cultural specific approach, seeks to investigate one culture at a time to determine, for example, a study investigating leadership behaviour in Germany. The second approach, called the etic or cultural universal approach seeks – by transcending cultures - to investigate multiple cultures simultaneously to determine leadership behaviours.

The lecture is divided into the following major parts:
- Functions of Leadership, Management, and Entrepreneurship
- Functions of management that are consistent with / different from the definition of leadership
- The Integrated Model of the Relationship between Culture and Leadership
- Etic and emic leadership approaches
- Cultural Dimensions of the GLOBE Study
- Nine cultural dimensions to capture the similarities and/or differences in norms, values, beliefs – and practices among different societies

Delivery of the course will be based upon
- A combination of lectures, discussions, and readings
- The primary objective of this multi-faceted approach is to combine theoretical knowledge with managerial practice, enhance systematic thinking, stimulate class participation, and facilitate effective interaction and communication between the instructor and participants.
- Teamwork will be a major part of participant assessment in the course

Assignments: group discussions, presentations plum seminar paper
Lecturer: Prof. Dr. Busch  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 upcoming exit along with the implications this will have 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

International Marketing from an European Perspective

Today most business activities are global in scope. Technology, research, capital investment and production, as well as marketing, distribution and communications networks, all have global dimensions. Every business must be prepared to compete in an increasingly interdependent global economic and physical environment and all businesspeople must be aware of the effects of these trends when managing either a domestic company that exports or a multinational conglomerate. Every German company is international, at least to the extent that its business performance is conditioned in part by events that occur abroad. The challenge of international marketing is to develop strategic plans that are
competitive in these intensifying global markets. For a growing number of companies, being international is no longer a luxury but a necessity for economic survival. These and other issues affecting the world economy, trade, markets and competition are discussed throughout this text.

As our lecture has a clear decision-oriented approach, it is structured according to the main decisions that marketing people in companies face in connection with the global marketing process:

- Analyzing Buyer Behavior
- International Marketing Objectives
- International Marketing Strategies
- International Product Management
- International Communication Management
- International Sales Management
- International Price Management

Assignments: group discussions, presentations plus seminar paper

Lecturer: Prof. Dr. Busch  
ECTS: 4

Entrepreneurship in a European Perspective

A well-functioning competition system in a market economy is made possible by a multitude and diversity of enterprises. Among them, recently-founded young enterprises are today considered to be the main important engines of economic, technological and social changes in the life of nations. Considering this aspect, innovative new enterprises form the nucleus of functioning market economy systems. In Europe the encouragement of entrepreneurial spirit in education and culture as well as supporting new business formation and promoting the growth of young enterprises have gained special significance.

One of the most frequently debated questions in management relates to what the reasons for success and failure of new companies, corporate initiatives and projects are. To increase the rate of young enterprises’ success while reducing the number of their failures would be a win-win situation for everyone. It is therefore vital to possess a “road map” or set of good advice on this never-easy undertaking. This lecture responds to such a need by presenting an overall view of the fundamental, critical areas of management of both the start-up and the continuity of new enterprises.

The lecture is divided into the following major parts:

- Basic Principles of Entrepreneurship
  Entrepreneurship / intrapreneurship, ethics, enterprise culture
- Processes, Entrepreneurial Opportunity, Innovation
  Entrepreneurial process, Decision process of the founder, business idea
- Business Plan and Formation of the Enterprise
  Significance, structure constitutional aspects
- Marketing
  Importance of marketing in Young enterprises, marketing plan
- Organization and Personal
  Formal and informal learning organization, team organization

Delivery of the course will be based upon

A combination of lectures, discussions, and readings.

- The primary objective of this multi-faceted approach is to combine theoretical knowledge with managerial practice, enhance systematic thinking, stimulate class participation, and facilitate effective interaction and communication between the instructor and participants.

Teamwork will be a major part of participant assessment in the course.

Assignments: group discussions, presentations plus seminar paper

Lecturer: Prof. Dr. Busch  
ECTS: 4
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 Study
- 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
General course information:
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:

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

Notes
### MIM 131  Strategy Planning & Execution

**General course information:**
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.

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**Assessment:** written exam  
Lecturer: LB Lacher  
ECTS: 4

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### HCM B4.1  Internationalisation of the Health Care Industry

- Definitions and dimensions of internationalization, role of several principal international institutions
- Drivers of internationalization in the health care sector, e.g. staff mobility, common trends / harmonization of the regulatory framework.
- Selected corporate aspects regarding international business management in the healthcare sector, e.g. cross cultural leadership

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

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### HCM B4.3  Marketing and Public Relations in Health Care

- Theoretical foundation of customer’s’ / patients’ decision process and communication in health care.
- Crucial aspects of marketing as market research, goals, strategies and instruments.
- Fundamentals of brand management, of media relations, and of legal aspects

**Assessment:** will be announced  
Lecturer: LB Wingen  
ECTS: 3
### Department 2

#### IMM 101  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 102  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 111  Cultural Environment

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:** will be announced

**Lecturer:** Dr. Vermeer

**ECTS:** 7

#### IMM 120  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.
### HR 111 International Human Resources Management

**Course content**
- Approaches of international human resources management research
- Influence of strategy and organization on international human resources management
- Influence of institutional and socio-cultural factors on international human resources management
- International staffing, recruitment and selection
- International personnel development
- International payment determination
- Current developments in international human resources management

**Assessment:** written Exam

**Lecturer:** Prof. Dr. Rüger-Muck  
**ECTS:** 8

### 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

### HR 140 International Labour Economics

**Advanced Labour Economics**
- wage differential
- human resources
- wage structure
- mobility of labour

**Imperfect labour markets**
- labour market discrimination
- trade union
- performance-based pay
- unemployment

**Assessment:** written exam

**Lecturer:** Prof. Dr. Sidki  
**ECTS:** 3
## MFA 323  Company Analysis and Due Diligence

This course analyses how different stakeholders – equity investors, creditors, banks, rating agencies, the general public – look at companies, what kind of key performance indicators they are interested in and what kind of methodology they apply in analyzing companies. Each participant will prepare a presentation about one specific topic and present it to the plenary. Active participation in discussing the different topics is expected.

**Assessment:** will be announced

**Lecturer:** Prof. Dr. Jamin  
**ECTS:** 3

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## MFA 123  Human Capital Management

**The Didactic Approach**

The Seminar “Human Capital Management” follows the “Flipped Classroom Approach”. This teaching method intentionally shifts instruction to a learner-centred model in which the participants are “Masters of Their Fate” regarding procedure and structure, while the professor acts mainly as a trainer and coach who makes sure that the scientific core of a topic is covered and adequately discussed. When participants are willing to prepare for the class lessons, engage during class time to explore topics in greater depth and evaluate the results after the class lessons, this didactic approach can lead to a deeper, less abstract understanding of a topic while strengthening the communication-skills and teamwork-abilities of the participants.

**The Core**

Human Capital Management (HCM) is a controversial discussed topic with many, conflicting definitions, theories and approaches.

- History of HCM
- Existing Definitions of HCM
- Talent Recruitment
- Talent Management
- Performance Measurement
- The role of IT in HCM
- Diversity Management
- HCM as a part of Strategic Business Management
- HCM in the future

**Literature**

Principally the research and evaluation of relevant articles and books is part of the workload for the participants of a Flipped Classroom Seminar. You may start your exploration with any HCM-article published on the Harvard Business Review (i.e. “Maximising Your Return on People” by Laurie Bassi and Daniel McMurrer) and any article or book written by Tony Schwartz (i.e. “The Way We’re Working Isn’t Working”). Regarding your upcoming presentation, please make sure that you have read Garr Reynold’s book “Presentation Zen” and Nancy Duarte’s book “Resonate” before the seminar starts.

**Assessment:** You must be willing to attend punctually and regularly, to prepare as well as evaluate lessons at home and to work and present inside a team (of 3 to 4 participants). The grade will be assigned considering the quality of your personal overall engagement (25 %) and the quality of the team-presentation (75 %). As a Master student you are expected to behave, engage and perform in an exemplary manner.

**Lecturer:** Dr. Lalli  
**ECTS:** 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 131 Strategic Management

- Where do we go: Vision, mission and goals of the firm
- Analysing the external environment of the firm: tools
- Analysing the firm: tools
- Bringing it together: Portfolio techniques
- The group level: Diversification and SBU's
- Generic strategies
- Strategy implementation and control

**Assessment:** written exam, presentation

**Lecturer:** LB Dr. Böhringer

**ECTS:** 3

### MLC 321 Business Process Management Project I

- Basics of Business Process Management
- Fundamentals of process modeling
- Theoretical consolidation of selected process modeling methods
- Practical application of selected process modeling methods using current software tools for business process management

**Assessment:** written exam

**Lecturer:** Prof. Dr. Iskan

**ECTS:** 3

### MLC 322 Business Process Management Project II

Problem-specific analysis, modeling and optimization of business processes as well as their exemplary implementation and integration.

**Assessment:** written exam

**Lecturer:** Prof. Dr. Iskan

**ECTS:** 3
### MLO 133  Consulting Tools and techniques

- Organisational design: dimensions (division of labor/"forms" for organisation, coordination, distribution of decision rights)
- The successful organisation: Contingencies (on three levels: task, firm, environment)
- The organisational design process: tools (from analysis to synthesis)
- Consulting approaches
- The consulting process
- Basis of consulting: Methods (decision making, creativity tools, project management)

**Assessment:** Seminar paper and presentation

**Lecturer:** Dr. Böhringer  
**ECTS:** 2

### 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

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**Notes**
## 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

## 15) Course Description: Business English Language Classes

### BMC 161 Business English 1

**Learning/teaching aims:**
- Stabilisation of grammar (tenses, passive v., ACI, Gerund, Modal Auxiliaries, if-clauses, etc.)
- Expanding the vocabulary: individual language profile, (-tion, -ieren)
- Basic business vocabulary in business contexts
- Idiomatic impressions
- Politeness and polite formulations (cultural correctness)

**Business Topics:**
English as “lingua franca” in worldwide business
- Three sectors of the economy, industrial revolution (Unit 1)
- Discussion: state of the German economy + forecasts
- Company and its interest groups
- Company structures (Unit 3): and entrepreneurial functions, work sequence org., structural org., function and product group orientation, forms of companies, etc.
- Management (Unit 2): skills and tasks
- Motivation and means of motivation
- Customer-company relationship
- Sales, Marketing and Promotion (Units 10 - 12), 4 P´s
- Production and Products (Units 8 + 9)

Multimedia Programs: typical business situations: “Tell me more”

**Assessment**

Lecturer: LB Entwistle  
ECTS: 4
### BCO / IME 371  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

### BCO 531  International Business Communications

**Learning Outcomes:**
Students acquire fundamental competencies required to engage in international business transactions. They understand the nature and importance of communication processes (models) for successful international operations. Students comprehend the key role of modern communications technology and the underlying operating principles. They are able to select the appropriate technical means for communication problems at hand and are aware of the principles of information security. Students familiarize themselves with specific communication methods common in business environments (selected discourse types) and learn to apply persuasive communication methods in business setting.

**Contents:**
- Fundamentals of Business Communications
  - Introducing the Field(s) of Business Communication
  - Why we need to study Business Communications?
  - What is Communication? – Communication Models
- Communications Technology
  - Communications Technology today
  - Digital and Analogue Communications
  - Digital Encoding of different types of information
  - Standard Communications Technologies
  - The Internet
  - Information and communications Security
  - Main Aspects of Information Security (CIA Triad)
  - Cryptography and Steganography: Key Security Technologies
- Communication Methods and Techniques
  - Overview of Practical Business Communications
  - Knowledge Management as Meta-Communication
  - Persuasive Techniques in Business Communications
  - Cialdini’s Principles of Persuasion

**Assignments:** written exam

**Lecturer:** Dr. Möbius  |  **ECTS:** 2
Learning Outcomes:
Students acquire fundamental skills for participating in negotiations and meetings in English-speaking business environments. They familiarize themselves with the notion of “International English” and develop strategies and techniques for interacting with speakers of varying proficiency and cultural backgrounds. Students learn how to prepare (for) the meetings and they understand the specific roles required in a meeting (facilitator, scribe, timekeeper, note-taker). Students understand the generic structure of negotiations and to identify/use strategies used in negotiations. Students acquire the competency to prepare for a negotiation in a structured manner, following generally accepted guidelines.

Contents:
- General Rules for Communication in International Settings
  - What is international (business) English?
  - Getting the message across
  - Business etiquette and politeness
  - Political correctness
  - Cases / exercises
- Making the Most of Meetings
  - What is a meeting and what is needed for a successful one?
  - When to have a meeting
  - Preparing (for) a meeting as participant or facilitator
  - Facilitating a meeting
  - Following-up on a meeting
  - Cases / exercises
- Becoming a Negotiator
  - The nature of negotiations
  - Preparing for negotiations
  - Negotiating fairly or unfairly?
  - Setting the stage
  - The phases of a negotiation
  - Concluding a negotiation
  - Dealing with problems and unfair tactics
  - Negotiating in different cultures

Assignments: written exam

Lecturer: Dr. Möbius
ECTS: 1

P 140 Business English 1

The course strengthens business communication skills by providing opportunities to practice English through a variety of business-related activities.

Business English students will:
- increase their awareness and knowledge of international business practices
- develop vocabulary for everyday Business Correspondence
- develop vocabulary for situations in Human Resources
- learn basic presentation skills

Assessment: presentation + listening test

Lecturer: LK Miller
ECTS: 4
Program: Preparation for job and study-related situations, in which the English language may be used for communication purposes.

Please note: For domestic students, the classes BE III and BE IV constitute a part of complete module. Therefore, the syllabus stretches over 2 semesters, and it is mainly up to each single teacher to decide which of the below mentioned topics are covered in BE III or / or BE IV.

In these classes, students will broaden their knowledge in different areas pertaining to the fields of logistics, finance, taxation and informatics. They will acquire language skills needed to get along abroad or for working in international teams. The lecture will not only focus on a specified technical vocabulary, but also on contemporary English and cross-cultural aspects. Various scenarios, projects and business situations will complete the syllabus of this class.

Students will improve skills in the following areas:
- using study-related vocabulary / jargon
- dealing with various business situations
- preparing, inviting to and chairing meetings
- negotiating & presenting results
- exchanging arguments and discussing

Topics include, but are not limited to the following:
- specified topics particularly pertaining to the fields of logistics, finance, taxation and business informatics
- job-related issues
- work-life balance
- Social Media
- business ethics & Corporate Social Responsibility (CSR)
- corporate governance and compliance
- management styles & cross-cultural issues
- globalisation & international trade

The lectures BL (Logistics), BF (Finance) and BW (Informatics) are in American English; the lecture BC (Taxation & Auditing) is in British English.

Assessment: presentation – please clarify with the lecturer in the beginning of the semester

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