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<td>28</td>
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<tr>
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<td>31</td>
</tr>
<tr>
<td>15) Course Description: Language Classes</td>
<td>35</td>
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</tbody>
</table>
The departmental structure of the University of Applied Sciences reflects the most important areas of business and management:

1) Departments

- 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

- 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.

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

- 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 13th July 2019)*

- 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 classes marked in blue at the International Office from 18.03. - 29.03.2019!
### 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>
</tr>
</thead>
<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>16:00 - 17:30</td>
<td>A 203</td>
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<tr>
<td>BCO/IME 511</td>
<td>Strategic Management</td>
<td>LB Lacher</td>
<td>Thu</td>
<td>Every week</td>
<td>08:15 - 11:30</td>
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### International Management Eastern Europe

<table>
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<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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</thead>
<tbody>
<tr>
<td>IME 431 + IME 432*</td>
<td>Business Behaviour</td>
<td>Prof. Dr. Rothlauf</td>
<td>Mon</td>
<td>15.04.19</td>
<td>10:00 - 17:30</td>
<td>E 133</td>
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<td></td>
<td></td>
<td></td>
<td>Tue</td>
<td>16.04.19</td>
<td>10:00 - 17:30</td>
<td>E 133</td>
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<tr>
<td></td>
<td></td>
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<td>Wed</td>
<td>17.04.19</td>
<td>08:15 - 15:45</td>
<td>E 133</td>
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<td>IME 451</td>
<td>International Management (max. 5 students)</td>
<td>Prof. Medvedev</td>
<td>Mon/Thu</td>
<td>13.05.19</td>
<td>08:15 - 13:15</td>
<td>B 005</td>
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<td>16.05.19</td>
<td>08:15 - 13:15</td>
<td>E 114</td>
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<td>08:15 - 13:15</td>
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<td>IME 541</td>
<td>Seminar: Challenges of Business Management in Emerging Markets (max. 6 students)</td>
<td>Dr. Fritzmann</td>
<td>Mon</td>
<td>15.04.19</td>
<td>Allocation of topics</td>
<td>E133a</td>
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Please note:
IME 431 Business Behaviour & IME 432 Business Skills can only be taken together as they complete each other.
## Marketing

<table>
<thead>
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<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>M 211</td>
<td>Communications Management (max. 5 students)</td>
<td>Prof. Dr. Rüger-Muck</td>
<td>Mon/Thu</td>
<td>21.03.19</td>
<td>10:00 - 13:15</td>
<td>A 105</td>
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<td>28.03.19</td>
<td>10:00 - 13:15</td>
<td>A 105</td>
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<td>04.04.19</td>
<td>10:00 - 13:15</td>
<td>A 105</td>
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<td>10:00 - 13:15</td>
<td>A 105</td>
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<tr>
<td>M 301</td>
<td>Brand Management (max. 3 students)</td>
<td>Prof. Dr. Günther</td>
<td>Thu</td>
<td>Every week Start: 21.03.19 End: 13.06.19</td>
<td>14:15 - 15:45</td>
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<tr>
<td></td>
<td>Global Strategic Management</td>
<td>Prof. Dr. Busch</td>
<td>Wed</td>
<td>Every week Start: 03.04.19 End: 15.05.19</td>
<td>10:00 - 13:15</td>
<td>E 128a</td>
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## International Human Resources and Organization

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<th>Course description</th>
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<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>P 331</td>
<td>International Organization (max. 8 students)</td>
<td>Prof. Dr. Busch</td>
<td>Thu</td>
<td>Every week Start: 21.03.19 End: 13.06.19</td>
<td>16:00 - 17:30</td>
<td>E 128b</td>
</tr>
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<td>P 432</td>
<td>Intercultural and International Management</td>
<td>Prof. Dr. Vermeer</td>
<td>Wed</td>
<td>Every week Start: 20.03.19 End: 19.06.19</td>
<td>08:15 - 09:45</td>
<td>E 1110</td>
</tr>
<tr>
<td>P 433</td>
<td>English in International Business (max. 5 students)</td>
<td>LB Merkel</td>
<td>Fri</td>
<td>Every week Start: 22.03.19 End: 03.05.19</td>
<td>08:15 - 11:30</td>
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## Financial Services and Corporate Finance

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<th>Time</th>
<th>Room</th>
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</thead>
<tbody>
<tr>
<td>BF 312</td>
<td>Asset Classes and Behavioural Finance</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week Start: 18.03.19 End: 29.04.19</td>
<td>14:15 - 17:30</td>
<td>A 204</td>
</tr>
<tr>
<td>BF 533</td>
<td>Investment Banking</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week Start: 18.03.19 End: 29.04.19</td>
<td>08:15 - 09:45</td>
<td>A 303</td>
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<tr>
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<td>17:40 - 19:10</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>Tue</td>
<td>Every week Start: 19.03.19 End: 18.06.19</td>
<td>11:45 - 13:15</td>
<td>A 203</td>
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### Logistics

<table>
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<th>Day</th>
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<th>Time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>BL 120</td>
<td>“Beer Game” (max. 17 students)</td>
<td>Prof. Dr. Bongard</td>
<td>Thu</td>
<td>04.07.2019</td>
<td>Further information as for the application will follow</td>
<td></td>
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<tr>
<td>BL 332</td>
<td>Production Planning</td>
<td>Prof. Dr. Müller</td>
<td>Thu</td>
<td>Every week</td>
<td>12:30 - 14:00</td>
<td>A 303</td>
</tr>
<tr>
<td>/</td>
<td>Intralogistics: Systems and Processes</td>
<td>LB Sponheimer + Prof. Dr. Müller</td>
<td>Wed</td>
<td>Every 2 weeks</td>
<td>10:00 - 13:15</td>
<td>E 1040</td>
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### Consulting and Business Information Technology

<table>
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<th>Day</th>
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<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>BW 411</td>
<td>Consulting Management Skills</td>
<td>Prof. Dr. Selchert</td>
<td>Mon</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
<td>A 301</td>
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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</td>
<td>11:45 - 13:15</td>
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### Notes

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Business Courses in English (Bachelor)
### 5) Special: International and Intercultural Aspects of Business

<table>
<thead>
<tr>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
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<th>Time</th>
<th>Room</th>
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<tbody>
<tr>
<td>Business Plan</td>
<td>LB Miller</td>
<td>Mon</td>
<td>Every week</td>
<td>17:40 - 19:10</td>
<td>E 1109</td>
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<td></td>
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<td>Start: 18.03.19</td>
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<td>End: 17.06.19</td>
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<tr>
<td>Workshop “Academic Writing and Presentation Techniques”</td>
<td>LB Ablaß</td>
<td>Sat</td>
<td>06.04.19</td>
<td>10:00 - 15:00</td>
<td>E 013</td>
</tr>
<tr>
<td>Germany Today: political, economic, cultural and historical aspects</td>
<td>LB Ablaß</td>
<td>Tue</td>
<td>Every week</td>
<td>08:15 - 09:45</td>
<td>A 103</td>
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<tr>
<td></td>
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<td>Start: 19.03.19</td>
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<td></td>
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<td></td>
<td>End: 18.06.19</td>
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<tr>
<td>“WOW” Marketing Outcomes</td>
<td>Guest lecturer from Bosnia H. Saša Čekrlija, PhD</td>
<td>Thu</td>
<td>04.04.19</td>
<td>10:00 - 11:30</td>
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<td></td>
<td></td>
<td>Wed</td>
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<td>16:00 - 19:10</td>
<td>A 103</td>
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<td>10:00 - 11:30</td>
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### 6) Special: Lectures with focus on the European Union

<table>
<thead>
<tr>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
</tr>
</thead>
<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>
<td>A 302</td>
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<td>Start: 08.04.19</td>
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<td>End: 13.05.19</td>
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<tr>
<td>Leadership Styles in a European Perspective</td>
<td>Pro. Dr. Busch</td>
<td>Fri</td>
<td>26.04.19</td>
<td>08:15 - 11:30</td>
<td>E 128a</td>
</tr>
<tr>
<td>European Challenges: Effects of the Enlargement of the European Union</td>
<td>LB Papastamatelou</td>
<td>Fri</td>
<td>Every Week</td>
<td>10:00 - 13:15</td>
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<td>End: 24.05.19</td>
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<tr>
<td>Entrepreneurship in a European Perspective</td>
<td>Pro. Dr. Busch</td>
<td>Fri</td>
<td>26.04.19</td>
<td>12:30 - 15:45</td>
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<td>Every week Star: 10.05.19</td>
<td>12:30 - 15:45</td>
<td>E128b</td>
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<td>End: 07.06.19</td>
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<tr>
<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>
<td>E 013</td>
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<td>End: 24.05.19</td>
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<td>International Marketing from an European Perspective</td>
<td>Prof. Dr. Busch</td>
<td>Fri</td>
<td>Every week</td>
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<td>E 128b</td>
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</table>
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

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
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<tbody>
<tr>
<td>MCO/ MIM 143</td>
<td>Business Research</td>
<td>Dr. Möbius</td>
<td>Tue</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
<td>E 041</td>
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<td>MCO/ MIM 211</td>
<td>Strategic Management</td>
<td>LB Lacher</td>
<td>Thu</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
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### Department 2

#### Master International Marketing Management

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<th>Room</th>
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<tbody>
<tr>
<td>IMM 211</td>
<td>International Communications Management (max. 5 students)</td>
<td>Prof. Dr. Rüger-Muck</td>
<td>Mon/Tue</td>
<td>Every week</td>
<td>10:00 - 13:15</td>
<td>A 105</td>
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<td>29.04.19</td>
<td>10:00 - 13:15</td>
<td>B 005</td>
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<tr>
<td>IMM 212</td>
<td>International Sales Management (max. 10 students)</td>
<td>Prof. Dr. Günther</td>
<td>Wed</td>
<td>Every week</td>
<td>10:00 - 13:15</td>
<td>B 005</td>
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### Notes
### Master Finance and Accounting

<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>MFA 221</td>
<td>Financial Engineering and Structured Finance</td>
<td>Prof. Dr. Jamin</td>
<td>Mon</td>
<td>Every week</td>
<td>Start: 18.03.19 End: 17.06.19</td>
<td>11:45 - 13:15</td>
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<tr>
<td>MFA 222</td>
<td>Global Financial Markets and Financial Products</td>
<td>Prof. Dr. Jamin</td>
<td>Mon</td>
<td>Every week</td>
<td>Start: 18.03.18 End: 17.06.19</td>
<td>17:40 - 19:10</td>
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<tr>
<td>MFA 233</td>
<td>Asset Management</td>
<td>Dr. Ebinger</td>
<td>Thu</td>
<td>21.03.19</td>
<td>12:30 - 15:45</td>
<td>E 123</td>
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### Master Logistics - Communication and Consulting

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course description</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
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<tbody>
<tr>
<td>MLC 221</td>
<td>Cross Cultural Competence</td>
<td>LB Heinzel</td>
<td>Mon</td>
<td>Every week</td>
<td>Start: 18.03.19 End: 17.06.19</td>
<td>14:15 - 15:45</td>
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<td>17.06.19</td>
<td>16:00 – 17:30</td>
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<tr>
<td>MLC 242</td>
<td>SC Planning and Control</td>
<td>Prof. Dr. Iskan</td>
<td>Thu</td>
<td>21.03.19</td>
<td>14:15 - 19:10</td>
<td>E 133a</td>
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<td></td>
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<td></td>
<td></td>
<td>Every week</td>
<td>Start: 16.05.19 End: 30.05.19</td>
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**Notes**
### Controlling Management and Information

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<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>BCO/IME 171 A</td>
<td>Business English I (max. 5 students)</td>
<td>LB Entwistle</td>
<td>Thu</td>
<td>Every week</td>
<td>Start: 21.03.19 End: 13.06.19</td>
<td>12:30 - 14:00</td>
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<tr>
<td>BCO/IME 171 B</td>
<td>Business English I (max. 5 students)</td>
<td>LB Entwistle</td>
<td>Thu</td>
<td>Every week</td>
<td>Start: 21.03.19 End: 13.06.19</td>
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<td>BCO/IME 171 C</td>
<td>Business English I (max. 5 students)</td>
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<td>BCO/IME 271 A</td>
<td>Business English II (max. 5 students)</td>
<td>LB Braun-Nekoui</td>
<td>Mon</td>
<td>Every week</td>
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<td>BCO/IME 271 B</td>
<td>Business English II (max. 5 students)</td>
<td>LB Braun-Nekoui</td>
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<td>BCO/IME 271 C</td>
<td>Business English II (max. 5 students)</td>
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<td>Mon</td>
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<td>BCO/IME 371 A</td>
<td>Business English III (max. 5 students)</td>
<td>LB Holfelder</td>
<td>Fri</td>
<td>Every week</td>
<td>Start: 22.03.19 End: 21.06.19</td>
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<td>BCO/IME 371 B</td>
<td>Business English III (max. 5 students)</td>
<td>LB Holfelder</td>
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<td>BCO/IME 371 C</td>
<td>Business English III (max. 5 students)</td>
<td>Dr. Möbius</td>
<td>Thu</td>
<td>Every week</td>
<td>Start: 21.03.19 End: 13.06.19</td>
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<td>BCO 531</td>
<td>International Business Communications</td>
<td>Dr. Möbius</td>
<td>Thu</td>
<td>Every week</td>
<td>Start: 21.03.19 End: 13.06.19</td>
<td>14:15 - 15:45</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: 19.03.19 End: 30.04.19</td>
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### International Human Resources and Organisation

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<th>Course No.</th>
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<tr>
<td>P 140 A</td>
<td>Business English I (max. 3 students)</td>
<td>LB Miller</td>
<td>Mon</td>
<td>Every 2 weeks</td>
<td>Start: 25.03.19 End: 17.06.19</td>
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<tr>
<td>P 140 B</td>
<td>Business English I (max. 3 students)</td>
<td>LB Miller</td>
<td>Mon</td>
<td>Every 2 weeks</td>
<td>Start: 18.03.19 End: 27.05.19</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 III (max. 2 students)</td>
<td>LB Schüle</td>
<td>Mon</td>
<td>Every week</td>
<td>12:30 - 14:00</td>
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<tr>
<td>BC 342</td>
<td>Business English IV (max. 2 students)</td>
<td>LB Schüle</td>
<td>Mon</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
<td>B 005</td>
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## Financial Services and Corporate Finance

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<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>BF 351*</td>
<td>Business English III (max. 2 students)</td>
<td>LB Schüle</td>
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<td>Every week</td>
<td>16:00 - 17:30</td>
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<tr>
<td>BF 352</td>
<td>Business English IV (max. 2 students)</td>
<td>LB Schüle</td>
<td>Fri</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
<td>A 104</td>
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## Logistics

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<td>BL 351*</td>
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<td>BL 352</td>
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<td>16:00 - 17:30</td>
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## Business Information Management

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<th>Course No.</th>
<th>Course description</th>
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<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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</thead>
<tbody>
<tr>
<td>BW 361*</td>
<td>Business English III (max. 2 students)</td>
<td>LB Hutschins-Inman</td>
<td>Sat</td>
<td>Every week</td>
<td>14:15 - 17:30</td>
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<td>End: 04.05.19</td>
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<td></td>
<td>Every week</td>
<td>10:00 - 15:54</td>
<td>E 013</td>
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<td>Start: 11.05.19</td>
<td>End: 18.05.19</td>
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<tr>
<td>BW 461</td>
<td>Business English IV (max. 2 students)</td>
<td>LB Hutschins-Inman</td>
<td>Sat</td>
<td>Every week</td>
<td>10:00 - 15:45</td>
<td>E 128a</td>
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<td>22.06.19</td>
<td>10:00 - 13:15</td>
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* Please note: The courses “Business English III” (BC 341/BF 351/BL 351/BW 361) will treat specific terminology (according to major) - and therefore may not be relevant for every student.
<table>
<thead>
<tr>
<th>Language Level</th>
<th>Lecturer</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Room</th>
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<tr>
<td>A 1.1 (group 1)</td>
<td>LB Roth +</td>
<td>Mon</td>
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<td>14:15 - 15:45</td>
<td>E 128b</td>
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<td>LB Knöpfle</td>
<td>Wed</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
<td>E 128b</td>
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<td>A 1.1 (group 2)</td>
<td>LB Beermann</td>
<td>Tue</td>
<td>Every week</td>
<td>16:00 - 17:30</td>
<td>E 128b</td>
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<td>Thu</td>
<td>Every week</td>
<td>16:00 - 17:30</td>
<td>E 1110</td>
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<tr>
<td>A 1.2</td>
<td>LB Özel-Jung</td>
<td>Mon</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
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<td>Every week</td>
<td>08:15 - 09:45</td>
<td>E 014</td>
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<td>A 2</td>
<td>LB Öffler-Weick</td>
<td>Tue</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
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<td>Wed</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
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<td>B 1 / B 2</td>
<td>LB Bokhashvili-Lossin</td>
<td>Wed</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
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<td></td>
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<td>Fri</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
<td>E 015</td>
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<tr>
<td>Konversation + aktuelle Themen und Textarbeit (Oberstufe)</td>
<td>LB Ablaß</td>
<td>Tue</td>
<td>Every week</td>
<td>10:00 - 11:30</td>
<td>A 303</td>
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</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!!

Notes
## 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>
<td></td>
</tr>
</tbody>
</table>

* min. 10 participants. Please be aware that the teaching instruction will be in German.

Application at the International Office until 18.03.19 The Spanish language class will start on Wednesday 20.03.19
### 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 groupwork and presented in the lectures.

**Course objectives:**  
After successfully completing this course, the students will have developed the following knowledge and competences:
- Defining the characteristics and tasks of strategic management  
- Differentiating between normative, strategic and operative management  
- Developing a strategic portfolio  
- Planning the objects and process of strategic management on company and business unit level  
- Assessing information on the internal and external environment  
- Applying methods and tools for strategic planning  
- Evaluating different strategic alternatives

**Learning Resources:**

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 431 Business Behaviour & Business Skills can only be taken together as they complete each other!

Both courses are rooted in the Bachelor program International Management Eastern Europe. The local students are in the fourth semester and starting with the preparation of their semester abroad which they spent in the target region.

The course Business Behaviour deals with questions that are directly related to the correct intercultural behavior in getting in contact with foreign business partners. Based upon the target region Middle & Eastern Europe, the course tries to give an answer how to behave properly in a multicultural team and which leadership skills are relevant to perform best in a new mainly culturally dominated environment. It is a block seminar on three days.

In the course Business Skills the focus lies on effective communication, no matter if oral, written or spoken. The students get the chance to participate actively and address topics that they wish to be covered. (presentation techniques, feedback, body language,….) On the one hand important aspects of the application process are taken into consideration. On the other hand there is space for creative digressions like happiness report and design thinking.

Assignments: group work and presentation within the lectures. 80 % of active attendance is compulsory in order to receive in sum 5 ECTS.

Lecturer: Prof. Dr. Rothlauf + LB Richter ECTS: 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

Notes
IME 541  Challenges of Business Management in Emerging Markets

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

- Personal meeting  15.04.2019, 12-2pm
- Handing in first draft  10.05.2019
- Handing in final draft  21.06.2019
- Management Presentation  ~08.07.2019
- Handing in final version  12.07.2019

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

Lecturer: Dr. Fritzmann  ECTS: 6

Department 2

M 211  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 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.

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

Lecturer: Prof. Dr. Günther  ECTS: 4
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
Course Description: Business Courses Bachelor

P 331  International Organization

1. Subjects for Discussion
1. Multinational Corporations as Networks
2. International Organisational Structures as Coordination Mechanism
3. Formal and Informal Coordination Mechanism
4. Role Typologies for Foreign Subsidiaries
5. The Role of the HQ
6. Organizational Capabilities in MNE
7. Communicating Virtually in a Global Organization
8. Knowledge Flows in International Consulting Firms
9. International Project Management
10. Intrapreneurship in MNE

2. Learning Objectives
The way in which a global marketing organization is structured is an important determinant of its ability to exploit the opportunities available to it effectively and efficiently. It also determines the capacity for responding to problems and challenges. The evolutionary nature of organizational changes will be elaborated in our lecture. We also discuss the different organizational structures. The overall objective of this lecture is to discuss intra-organizational relationships as part of the firm’s attempt to optimize its competitive response in areas most critical to its business. As market conditions change, and companies evolve from purely domestic entities to multinationals, their organizational structure, coordination and control systems must also change. In this lecture we will focus on the advantages and disadvantages of the main organizational structures available as well as their appropriateness at various stages of internationalization.

Assessment: a (group) seminar paper is 100 % of the grade
Lecturer: Prof. Dr. Busch  ECTS: 4

P 432  Intercultural and International Management

In this module you will learn what multinational corporations (MNC) are. In particular, this module focuses on the aspects of the MNC: 1) international strategies, 2) organizational structures and 3) the role of culture and cultural differences in the international business environment. After having completed this module, you will understand the interrelationships between these three aspects and their practical implications.

Assessment: Seminar dissertation, 15 - 20 pages
Lecturer: Prof. 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

Assessment: role play and / or presentation
Lecturer: LB Merkel  ECTS: 4
BF 312  Asset Classes and Behavioral Finance

The lesson consists of two main parts.

**Part one: Asset classes**
- The Choice of a well-fitting mix of asset classes is one of the most important investment decision and the most relevant success-factor for performance.
- This course offers a profound overview of the “investment-universe”, presenting all relevant asset-classes and performing a fundamental evaluation of their advantages and disadvantages.
- Due to the fact, that the first two decades of the 21st century globally showed a downturn of interest rates and investors have to face a “low-return-world” a special focus is the aspect of transaction cost as well as the effect of inflation and taxation on the investors yield.

**Part two: Behavioral Finance**
- We all know, that human decision making processes are far from being rational and especially investment decision are subject to many intellectual frauds, biases and errors.
- Taking Eugene Famas “Efficient Market Theory” as a starting point course offers a profound overview of the most important decision traps concerning money investments and their background.
- Herd behavior, overconfidence, the sunk cost fallacy, anchoring, selective perception and the interpretation of the prospect theory are only some examples of the biases and fallacies we will discuss.
- Many little cases, demonstrations and examples will give concrete help for transferring the knowledge into practical student’s experience.

**Assessment: written exam**

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

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 valued 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 valued according to Hedge Accounting.

**Assessment: 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

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**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

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**Notes**
Intralogistics Systems and Processes

This course introduces you to essential systems and crucial processes of intraloggistics, 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 / LB Sponheimer ECTS: 4
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
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, analyzes 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 of 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 skillfully
  - 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 behavior 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: LB Heinzel
ECTS: 4
### 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

**Lecturer:** LB Miller  
**ECTS:** 4

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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

**Lecturer:** LB Ablaß  
**ECTS:** 1

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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 german 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 analyze central German cultural standards. With this course, you will get a much better understanding of 21st century Germany, its values, behaviors and morals and what it means to “be German”.

**Assessment:** presentation, written test

**Lecturer:** LB Ablaß  
**ECTS:** 4

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**Notes**
"WOW" MARKETING OUTCOMES

Goals of marketing services subject:
- Demonstration and explanation the most significant concept of modern marketing skills and marketing outcomes.
- Understanding and managing consumer expectations and the evolution of the marketing service, service strategy of organizing a service company and
- modern marketing management, which are the key elements of the service organization's management process.

Learning outcomes (students competencies):
Students will understand modern principles of marketing skills. They will be able to make an appropriate decisions in line with marketing services in the enterprise.
Will be able to:
- understand the Mission of the modern marketing,
- create a simple and effective marketing message,
- implement the methods and techniques of direct work with consumers
- gain a skill to „Wow“ the customers

Lessons:
1  Business that »wow« - How to »wow« the customer
2  How to make your first impression to be a positive one - First impressions consists of...
3  I / m the Nice Customer who Never Comes Back - Art of marketing
4  Clamare, Clamare - How to make an effective but short marketing message?
5  Levels of human needs - How does modern customer react and why?
6  Moment of Truth - What is this now, I didn't expect this.
7  All is about attitude
8  Why the customers have been lost?

Assessment: will be announced

Lecturer: Guest lecturer from Bosnia H. Saša Čekrlija, PhD  ECTS: 2

Notes
13) Course Description: Lectures with Focus on the European Union

**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, labor 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 analyzed. 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**

**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 behavior in Germany. The second approach, called the etic or cultural universal approach seeks – by transcending cultures - to investigate multiple cultures simultaneously to determine leadership behaviors.

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 plus seminar paper**

**Lecturer: Prof. Dr. Busch**

**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 analyzing 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

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
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
Course Description: Business Courses Master

Department 1

MCO / MIM 143  Business Research

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

Prerequisites: A course in introductory statistics is strongly recommended.

Table of contents:

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

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

Lecturer: Dr. Möbius  ECTS: 3

Notes
MCO / MIM 211  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 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
### IMM 211  International Communications Management

- Marketing communication in a global context
- Tools of international Marketing communication
- Standardization versus differentiation of international communication
- Decision fields of global versus local communication
- Characteristics of different shapes of international communication

Communication strategies in markets which grow together and which diverge

**Assessment:** will be announced

**Lecturer:** Prof. Dr. Rüger-Muck  
**ECTS:** 4

### IMM 212  International Sales Management

Within the context of this course, participants will be taught the challenges and conceptual basics of sales management. Students will apply the case study learning method in order to develop relevant problem-solving capabilities for marketing and sales. The case-studies in this term are based on the software and consumer goods industry. During the entire course, participants will work in teams. In addition, the terms will present their findings to the rest of the group once within the term.

**Assessment:** case study team assignment

**Lecturer:** Prof. Dr. Günther  
**ECTS:** 4
### MFA 221 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

### MFA 222 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

### MFA 233 Asset Management

This course gives an overview on the “art” of managing financial assets:  
- Understanding of the depth and breadth of Asset Management: the industry, the importance for countries, the economy and pensions;  
- Overview of different investors, their needs and possible targets  
- Challenges that an institutional investor faced  
- Introduction into the structure of an institutional investment process  
- In-Sights into the Asset Management-Industry: different asset classes like bonds, equities and hedge funds, fees, active and passive investments, alternative indexing-methods  

**Assessment:** written exam  
**Lecturer:** Dr. Ebinger  
**ECTS:** 3

### MLC 221 Cross Cultural Competence

This course is designed to teach students how to approach ethical problems in business by introducing them to the key definitions, issues and theoretical frameworks of business ethics. In addition to lectures and class discussions, this course will make use of the case-study approach, with an emphasis on cases from American and multinational corporations.

**Assessment:** written exam  
**Lecturer:** LB Heinzel  
**ECTS:** 3
### BCO / IME 171  Business English I

**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
- Discussion: state of the German economy + forecasts
- Company and its interest groups
- Company structures: and entrepreneurial functions, work sequence org., structural org., function and product group orientation, forms of companies, etc.
- Management: skills and tasks
- Motivation and means of motivation
- Customer-company relationship
- Sales, Marketing and Promotion, 4 P’s
- Production and Products

**Assessment**

- Lecturer: LB Entwistle
- ECTS: 4

### BCO/IME 371  Business English III

- 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)

**Assessment: written exam**

- Lecturer: depending on the group – see on the schedule
- ECTS: 4
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 I

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: written exam

Lecturer: LB Miller  ECTS: 4

Notes
**Course Description: Language Classes**

**BE III - Business English III (BL 351 / BW 361 / BF 351 / BC 341)**

& **BE IV - Business English IV (BL 352 / BW 461 / BF 352 / BC 342)**

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 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 & internationale 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**


**Notes**

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Course Description: Language Classes

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