INTERNATIONAL AFFAIRS

CLASSES IN ENGLISH

BACHELOR AND MASTER
BUSINESS ADMINISTRATION

Sommersemester 2020
## Contents

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<td>Course Description: Language Classes</td>
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</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!

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

...for the exams (exam period ends 11th July 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 classes marked in blue at the International Office from 16.03. - 27.03.2020!
## 4) Business Courses in English (Bachelor)

### 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>Mon</td>
<td>Every week Start: 16.03.20 End: 15.06.20</td>
<td>16:00 - 17:30</td>
<td>A 305</td>
</tr>
<tr>
<td>BCO/IME 511</td>
<td>Strategic Management</td>
<td>Prof. Dr. Lacher</td>
<td>Thu</td>
<td>Every week Start: 19.03.20 End: 18.06.20</td>
<td>08:15 - 11:30</td>
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### International Management Eastern Europe

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<tr>
<td>IME432</td>
<td>Business Skills</td>
<td>LB Rehberger</td>
<td>Thu</td>
<td>19.03.20</td>
<td>16:00 - 19:10</td>
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<tr>
<td>IME 451</td>
<td>International Management (max. 5 students)</td>
<td>Prof. Medvedev</td>
<td>Thu</td>
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<td>08:15 - 13:15</td>
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### Department 2

#### Marketing

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<tbody>
<tr>
<td>M 211</td>
<td>Communications Management (max. 10 students)</td>
<td>Prof. Dr. Rüger-Muck</td>
<td>Mon</td>
<td>16.03.20, 23.03.20, 30.03.20, 06.04.20</td>
<td>10:00 – 13:15</td>
<td>A 105</td>
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<td>04.05.20</td>
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<td>M 301</td>
<td>Brand Management (max. 3 students)</td>
<td>Prof. Dr. Günther</td>
<td>Every week</td>
<td>Start: 16.03.20, End: 15.06.20</td>
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#### International Human Resources and Organization

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<tbody>
<tr>
<td>P 234</td>
<td>Practical Exercises and Cases in Management Decisions</td>
<td>Prof. Dr. Martin</td>
<td>Mon</td>
<td>Every week Start: 04.05.20, End: 15.06.20</td>
<td>11:45 - 13:15</td>
<td>A 103</td>
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<tr>
<td>P 431</td>
<td>International Human Resource Management</td>
<td>Dr. Lampe</td>
<td>Thu</td>
<td>16.04.20, 23.04.20, 30.04.20, 07.05.20, 14.05.20, 28.05.20, 28.05.20</td>
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<td>08:15 - 11:30</td>
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<td>P 432</td>
<td>Intercultural and International Management</td>
<td>Dr. Vermeer</td>
<td>Wed</td>
<td>Every week Start: 15.04.20, End: 17.06.20</td>
<td>12:00 - 13:30</td>
<td>E 013</td>
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<td>P 433</td>
<td>English in International Business (max. 5 students)</td>
<td>LB Merkel</td>
<td>Fri</td>
<td>Every week Start: 20.03.20, End: 08.05.20</td>
<td>08:15 - 11:30</td>
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## Department 3

### Financial Services an Corporate Finance

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<tbody>
<tr>
<td>BF 312</td>
<td>Behavioral Economics and Behavioral Finance</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week</td>
<td>16:00 - 17:30</td>
<td>B 005</td>
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<td>BF 533</td>
<td>Investment Banking</td>
<td>Prof. Dr. Walz</td>
<td>Mon</td>
<td>Every week</td>
<td>10:00 - 11:30</td>
<td>A 302</td>
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<tr>
<td>BF 541</td>
<td>Risk Management</td>
<td>Prof. Dr. Jamin</td>
<td>Tue</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
<td>E 123</td>
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<td>BF 542</td>
<td>Treasury and Risk Management</td>
<td>Prof. Dr. Pohl</td>
<td>Tue</td>
<td>Every week</td>
<td>14:15 - 15:45</td>
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### Logistics

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<tbody>
<tr>
<td>BL 120</td>
<td>“Beer Game” (max. 17 students)</td>
<td>Prof. Dr. Bongard</td>
<td>One day in the exam period – date will be announced.</td>
<td>Further information as for the application will follow via E-Mail</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>E 048</td>
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<td>/</td>
<td>Intralogistics: Systems and Processes</td>
<td>LK Sponheimer +</td>
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<td></td>
<td>Prof. Dr. Müller</td>
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<td>08.04.20</td>
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### Consulting and Business Information Technology

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<tbody>
<tr>
<td>BW 411</td>
<td>Consulting Management Skills (max. 5 students)</td>
<td>Prof. Dr. Selchert</td>
<td>Mon</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
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<td>BW 412</td>
<td>Analytic Consulting Skills (max. 5 students)</td>
<td>Prof. Dr. Selchert</td>
<td>Tue</td>
<td>Every week</td>
<td>11:45 - 13:15</td>
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## 5) Special: International and Intercultural Aspects of Business

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<th>Time</th>
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<tr>
<td>Business Plan</td>
<td>LB Miller</td>
<td>Mon</td>
<td>Every week</td>
<td>17:40 - 19:10</td>
<td>E 82</td>
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<td>Start: 16.03.20</td>
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<td>Workshop “Academic Writing and Presentation Techniques”</td>
<td>LB Ablaß</td>
<td>Sat</td>
<td>28.03.20</td>
<td>10:00 - 15:00</td>
<td>E 82</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</td>
<td>08:15 - 09:45</td>
<td>E 115</td>
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<td>Doing Business in Germany</td>
<td>LB Ablaß</td>
<td>Tue</td>
<td>Every week</td>
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<tr>
<td>Business Communication Skills in a contemporary market environment</td>
<td>Prof. Dr. Mirjana Stojanovic Trivanovic Guest lecturer from Bosnia Herzegovina</td>
<td>Wed</td>
<td>25.03.20</td>
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## 6) Special: Lectures with focus on the European Union

<table>
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<tr>
<th>Course description</th>
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<th>Day</th>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>Current Economic Issues of the European Union</td>
<td>LB Papastamatelou</td>
<td>Thu</td>
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<td>10:00 - 13:15</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>10:00 - 13:15</td>
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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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#### Master International Marketing Management

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#### International Human Resource Management

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<td>HR 221</td>
<td>International Strategies: Management and Organization</td>
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### International Human Resources and Organisation

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Business English Language Classes
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</table>
| A 1.1 (group 1)| LB Beermann      | Tue   | Every week Start: 17.03.20  
|                 |                  |       | End: 16.06.20          | 16:00 - 19:10 | E 1109 | 6    |
|                |                  |       | Every week Start: 19.03.20  
|                |                  |       | End: 18.06.20          | 16:00 - 19:10 | E 82   | 6    |
| A 1.2          | LB Bokhashvili-  
| Lossin         | Mon   | Every week Start: 16.03.20  
|                |       |       | End: 15.06.20          | 14:15 - 15:45 | E 82   | 6    |
|                |                   | Thu   | Every week Start: 19.03.20  
|                |                   |       | End: 18.06.20          | 14:15 - 15:45 | E 69   |      |
| A 2 / B1       | LB Öffler-Weick  | Tue   | Every week Start: 17.03.20  
|                 |                  |       | End: 28.04.20          | 14:15 - 15:45 | E 114  | 6    |
|                |                   |       | Every week Start: 05.05.20  
|                |                   |       | End: 16.06.20          |             | E 1040 |      |
|                |                   | Wed   | Every week Start: 18.03.20  
|                |                   |       | End: 17.06.20          | 10:00 - 11:30 | E 128 a |      |

*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>
</tr>
</thead>
<tbody>
<tr>
<td>A 1.1</td>
<td>LB Romero</td>
<td>Wed</td>
<td>14:15 - 15:45</td>
<td>E 81</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>E 81</td>
<td>30 €/semester*</td>
</tr>
<tr>
<td>A 2.1</td>
<td>LB Romero</td>
<td>Wed</td>
<td>17:40 - 19:10</td>
<td>E 81</td>
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</tbody>
</table>

* min. 10 participants. Please be aware that the teaching instruction will be in German. Application at the International Office until 13.03.20. The Spanish language class will start on Wednesday 18.03.20.
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: Prof. Dr. 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 (80% 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

Notes
### 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

### P 234 Practical Exercises and Cases in Management Decisions
- General Management: classification of situations for making decisions in Management
- Break-Even-Analysis: a case study
- Qualitative dimensions of Investment Analysis and Finance
- Study groups: practical case studies covering e.g.
  - Annual Reports: external reporting about Investment and HR
  - Studies: Foreign Investment Strategies
  - Agility and Change Management
  - Employment trends in the future
- "student research assignment": the Case of OSRAM. Integrative Analysis of Change Management, Investment and Corporate Finance

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

**Assessment:** presentation, discussion and oral examination, based on the (one week before) submitted PowerPoint-manuscript, in the last week of the semester  
**Lecturer:** Prof. Dr. Martin  
**ECTS:** 2

### 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.)

**Assessment:** Essay  
**Lecturer:** Dr. Lampe  
**ECTS:** 4
P 432 Intercultural and International Management

- 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.

Assessment: Presentation
Lecturer: Dr. Vermeer  ECTS: 4

P 433 English in International Business

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

Assessment: Presentation
Lecturer: LB Merkel  ECTS: 4

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 your decisionbehavior (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
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Content</th>
<th>Assessment</th>
<th>Lecturer</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BF 533</td>
<td>Investment Banking</td>
<td>Differences between IB and Commercial Banking</td>
<td>written exam</td>
<td>Prof. Dr. Walz</td>
<td>4</td>
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<tr>
<td></td>
<td></td>
<td>Overview of recent market developments</td>
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<td>Transaction-cost-theoretical derivation of IB functions</td>
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<td>Definition and explanation of option markets using EUREX</td>
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<td>Systematization and explanation of no standardizes derivative instruments (especially forwards, caps, oors, collars, swaps)</td>
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<tr>
<td></td>
<td></td>
<td>Systematization and explanation of standardized derivative instruments (in particular and futures)</td>
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<td>BF 541</td>
<td>Risk management</td>
<td>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.</td>
<td>written exam</td>
<td>Prof. Dr. Jamin</td>
<td>4</td>
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<tr>
<td>BF 542</td>
<td>Treasury and Risk Management</td>
<td>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.</td>
<td>written exam</td>
<td>Prof. Dr. Pohl</td>
<td>4</td>
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<td></td>
<td>Prerequisites: Knowledge of ERP is necessarily needed!</td>
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<tr>
<td>BL 120</td>
<td>“Beer Game”</td>
<td>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.</td>
<td>100 % attendance</td>
<td>Prof. Dr. Bongard</td>
<td>1</td>
</tr>
</tbody>
</table>
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

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
### 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, 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
12) 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

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

**Workshop “Academic Writing and Presentation Techniques”**
In this workshop students from abroad will learn about what is expected from them in seminars, presentations and research papers. The overall goal is to improve their skills in academic writing according to the German academic standards. Workshop Content:
- Academia in Germany
- How to write an academic paper (from idea to text, search for sources, how to structure the text, proper referencing; formal guidelines, language and style)
- How to write and give a presentation (structure, visualizing, presenting)

The workshop is divided into three parts.
**Part 1** provides a short introduction to academia in Germany as well as culture and etiquette in German universities.
**Part 2** consists of theory as well as practical exercises. Students learn and understand the process and requirements of academic writing.
In **part 3**, participants learn how to write, structure and visualize a presentation as well as how to actually present it.

**Assessment:** 100 % attendance

**Lecturer:** LB Ablaß  
**ECTS:** 1

**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
Doing business in Germany

The class focuses on two major aspects. One the one hand the main topic will be the current German Economy, that is its structure, the main branches, its strengths, weaknesses as well as recent and future challenges. On the other hand we will have a closer look on the frame conditions of the German economy such as politics, German culture and mindset, demographic development and immigration as well as geopolitical circumstances.

Furthermore the course will explore the typical German communication style and approach to do business, take a closer look at the different industries and their main products and strategies. You will learn about the different business entities and the regulatory environment you need to know when you want to invest and do business in Germany.

Assessment: presentation and seminar paper

Lecturer: LB Ablaß ECTS: 4

Business Communication Skills in a contemporary market environment

Improving and increasing the speed of means of transport and the mobility of goods and people have enabled quicker communication and faster access to any customer or client around the world. Information technology has enabled fast and accurate information processing, followed by faster management decisions and faster responses to market demands. All these changes impose new communication challenges on business people around the world. Communication and transmission of business messages between clients must be clear, correct and unambiguous. This means that knowledge of communication topics must be at a high level for a success entrepreneur and manager in contemporary market environment.

The young born in last three decades (milennials) have a different attitude towards changing their place of work and living compared to the older generations. The question will be answered: Where and why are millennials mostly moving in the decade we live in? The main features of a market economy and a planned (socialist) economy will be explained. Students will learn how heritage in different cultures and societies affects the characteristics of the business community and how to identify prejudices or patterns in foreign countries.

What verbal or nonverbal misunderstandings might arise and how business person could avoid misunderstandings in communicating with partners coming from countries with unaccustomed and unknown cultural and social features? (Japan, China and Arab countries and US and Europe)

Tips on bridging communication differences across countries and cultures will be presented and elaborated.

Theme:
1. Globalization and features of the contemporary marketplace
2. Main communication challenges of the global market today
3. No boundaries to the mobility of goods and services
4. No limits to human resource mobility
5. Millennium mobility – benefits from the mobility
6. Market economy versus planning economy – features and heritage impact
7. Cultural and social circumstances and influence on business communication
8. Main challenges in business communication, problems and tips for bridging them

Assessment: Students will be instructed to prepare a paper about communication specifics in the own country, with explanation of most important nonverbal signs (emphasizing signs acceptable and forbidden or undesirable in their own community) and will be obliged to present it to the attendees.

Also, each student (or group of students, if coming from same country) should prepare and present, the list of most important weaknesses and strengths they have observed in their economy and to compare it with the findings of students coming from other countries.

It would be desirable to compare countries with diverse historical origins or different continents, or to compare countries with as many different business and cultural circumstances as possible with the own country.

Lecturer: Prof. Dr. Mirjana Stojanovic Trivanovic, Guest lecturer from Bosnia Herzegovina ECTS: 3

Course Description: International and Intercultural Aspects of Business
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

**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

**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
## 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 Studies

- 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
**MCO 152  Organizational Behaviour**

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

**Assessment:** Portfolio audit

**Lecturer:** Dr. Möbius  **ECTS:** 3

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**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. 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
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

HR 221  International Strategies: Management and Organization

1. Basics and framework for International Management:
   facing new and different environment factors in a strategic perspective
2. Fundamentals of Internationalization and Globalization, including economic theories of international trade and organization
3. Basic-Strategies of international Management:
   Market entry, market development, market selection, timing and allocation
4. Functional strategies for globalized Organizations: people and organization.
   Types of international Organizations and the role model of HR managers

Prerequisites: Advanced knowledge (3rd or 4th year in Bachelor) in Business Administration, especially Management, Strategy, HR and Organization

Assessment: presentation, discussion and oral examination

Lecturer: Prof. Dr. Martin and Dr. Hofmann  ECTS: 3

Textbooks: (Your presentation should integrate the content of at least two of these books)
HR 222  International Management: Networks and Decision Making

1. Multinational Corporations: The Network Approach: Structures and Complexity; Frameworks and Role Typologies
2. The external Environment: Market Barriers; The Role of Country Culture
3. International Coordination: Organisational Structures as Coordination Mechanism; Process Analysis and Modelling
4. International Project Management: Challenges; International Standards; Agile and hybrid Approaches
5. Decision Making: The Decision Process; Decision Making under Uncertainty; Rational Decision Making under Risk

Prerequisites: Advanced knowledge (3rd or 4th year in Bachelor) in Business Administration, especially Management, Strategy, HR and Organization

Assessment: presentation, discussion and oral examination

Lecturer: Prof. Dr. Gissel  ECTS: 3

Textbooks: (Your presentation should integrate the content of at least two of these books)

Department 3

MLO 211 Cross Cultural Management

- Culture definition and models
- Types of cultural differences
- Definition of "cross cultural competence": Attitude, Skill, Knowledge
- Business tips (working in cross-cultural teams, Expat assignments, international management styles, Strategies for dealing with critical incidents)
- Analysis of different countries using the cultural dimensions
- Development of cross-cultural management tips for different countries

Assessment: Presentation, video project

Lecturer: LkbA Heinzel  ECTS: 3

Literature:
Hofstede, G.: Cultures and Organizations, Software of the Mind, Akt. Auflage
Trompenaars, F.: Riding The Waves of Culture – Managing People Across Cultures, Akt. Auflage

Notes
**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 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)

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

Notes
BCO 533  Negotiations and Meetings

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 main purpose of this course is to introduce you to IHRM topics and provide you with the opportunity to improve your English to contribute more successfully in an HR context. The course covers some key topics in IHRM along with the relevant vocabulary.
Topics covered in class will be further supplemented by deep dive presentations. In pairs, you must complete one deep dive. This involves selecting one topic from the mind map and presenting it in class along with a list of relevant vocabulary and a list of points for discussion. The material on which the presentation is based must be made available to the students and myself at least one week before your presentation to allow everyone to prepare. It is your responsibility to sign up for a slot before the end of the first semester. Slots will be assigned on a first-come, first-served basis. Please do your best to make your presentations engaging and interactive. Students should feel free to suggest further related topics to those appearing on the mind map.

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

Assessment: presentation during the semester

Lecturer: LK Miller  ECTS: 4
The main purpose of this course is to introduce you to IHRM topics and provide you with the opportunity to improve your English to contribute more successfully in an HR context. The course covers some key topics in IHRM along with the relevant vocabulary. We will explore these topics by using a wide range of materials and methods. In addition to looking at these topics, supplementary material covering vocabulary, grammar, etc. may be introduced at my discretion. Considering that English is the global language of business, the degree to which you are successful in your job may depend on your level of English. This course should be seen as just one small part of your learning effort. You can supplement your English learning by reading regularly, watching films and series in English, travelling to English-speaking countries, interning in global companies, etc. The mark you receive for this course will be based on the total of the deep dive presentation (maximum 30 points – each person giving the presentation will receive the same mark) in the first semester and on the written examination (70 points) at the end of the second semester. The exam material covers all the material covered in class or assigned for your own review. The mark you receive for this course will be entirely based on the written examination at the end of the semester. The exam material covers all the material covered in class or assigned for your own review.

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

Assessment: Written exam at the end of the semester
Lecturer: LK Miller
ECTS: 4
Course Description: Language Classes

BE III - Business English III (BW 361 / BF351/ BC341)*
& BE IV - Business English IV (BL352 / BW461 / BF352 / BC342)*

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 economics, finance, taxation and business informatics
- job-related issues
- business ethics & Corporate Social Responsibility (CSR)
- corporate governance and compliance
- management styles & cross-cultural issues
- globalisation & internationale trade
- ...

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

Assessment: presentation

Lecturers:
BL: Mr. Harry Sponheimer
BF/BC/BW: Ms. Dina Schüle

ECTS: 4

Notes
For further information please contact the International Office:

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