



Hochschule
für Wirtschaft und Gesellschaft
Ludwigshafen

INTERNATIONAL AFFAIRS

CLASSES IN ENGLISH

BACHELOR AND MASTER BUSINESS ADMINISTRATION



Sommersemester 2024

Version 05th of March 2024 – This course booklet is
subject to modifications – some information could
change during the semester

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1) Departments

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

Department I

- Management, Controlling, Health Care

Department II

- Marketing and Human Resource Management

Department III

- Services and Consulting

Department IV

- Social Work and Health Care

2) Study Program

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

BCO/BCM/BIM

- Controlling, Management & Information

M

- Marketing

IPO

- International Human Resource Management and Organization

IBM

- International Business Management (East Asia)

BC

- Business Taxation and Auditing

BF

- Financial Services and Corporate Finance

BL

- Logistics

BW

- Consulting and Business Information Technology

- Nursing Education

- Social Work

MCO

- Master of Controlling

MIM

- Innovation Management

HCM

- Health Care Management

IMM

- International Marketing Management

IHRM

- International Human Resource Management

MFA

- Finance and Accounting

ML

- Logistics - Communication and Consulting

InfoMac

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

- Social Work & Health Care

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

3) Important things to know

...for a successful course choice

- Please choose the lectures you are interested in or those your home university recommends and acknowledges (learning agreement!) and **register for your lectures until Friday 8 March 2024**. (see PDF “Course Registration SS2024”)
- You can make **changes** of your course choice during the **first two weeks of the semester** (deadline: Friday 22 March 2024). In this case please **cancel your original booking**, so that the place is free again for other students.
- Please do not forget to ask your home university concerning the recognition/acceptance of new chosen courses (→ Learning Agreement if applicable, usually only for ERASMUS students).
- **Avoid overlapping in your course choice**
Class attendance is important, also in online courses; therefore please keep in mind to avoid **OVERLAPPING** in your course choice, which are possible as you can choose courses of different faculties and different courses of studies.
- Please double check the lecture details (date, time) daily in the “[Lectures portal](#)” as those might be subject to changes during the first weeks of the semester.

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

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

...for the exams (exam period ends 13th July 2024)*

- 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.
- 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.

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

4) Business Courses in English (Bachelor)

Department 1

Controlling, Management and Information

Course No.	Course description	Lecturer	Day	Date	Time	Room
BMC431 D	ERP Systems	Prof. Dr. Rech	Tue	from 12.03.2024 until 11.06.2024	10:00 – 11:30	A 203
BIM 431	International Management	Prof. Dr. Gupte	Mon	from 11.03.2024 until 10.06.2024	10:00 – 11:30	A 101
BIM 522	International Corporate Strategy	Prof. Dr. Lacher	Tue	from 12.03.2024 until 11.06.2024	16:00 – 17:30	A 302
BIM 541	International Human Resource Management	Dr. Möbius	Tue	from 12.03.2024 until 11.06.2024	14:15 – 15:45	C1.012
BIM 551	International Marketing & Logistics	Prof. Dr. Gupte	Tue	from 12.03.2024 until 11.06.2024	11:45 – 13:15	A 101
BMC531	Business Administration Seminar „Financial Accounting (IFRS)“ Max. 8 students	Prof. Dr. Kirchner-Khairiy	Sat	27.04.2024	08:15-13:15	B 001
				04.05.2024	08:15-13:15	A 303

Department 2

Marketing

Course No.	Course description	Lecturer	Day	Date	Time	Room
M 323	Communications Management Max. 10 students	Prof. Dr. Rüger-Muck	Mon	from 11.03.2024 until 10.06.2024	08:15 – 09:45	A 101
M 324	Sales Management	Prof. Dr. Ehm	Mon	from 11.03.2024 until 10.06.2024	11:45 – 13:15	A 303

International Business Management (East Asia)

Course No.	Course description	Lecturer	Day	Date	Time	Room
C 710	Doing Business in Asia Max. 5 students	Dr. Vermeer	Wed	from 13.03.2024 until 12.06.2024	08:15 – 13:15	A 303

Department 3

Financial Services an Corporate Finance

Course No.	Course description	Lecturer	Day	Date	Time	Room
BFI 321	Accounting in SAP ERP	Prof. Dr. Pohl	Fri	from 22.03.2024 until 14.06.2024	10:00 – 13:15	A 304
BFI 521	Risk Management (Theory)	Prof. Dr. Jamin	Fri	from 15.03.2024 until 14.06.2024	10:00 – 11:30	C2.021
BFI 522	Treasury and Risk Management (ERP/Practice)	Prof. Dr. Pohl	Wed	from 13.03.2023 until 12.06.2023	11:45 – 13:15	A 305

Logistics

Course No.	Course description	Lecturer	Day	Date	Time	Room
BLO 312	Production Planning	Prof. Dr. Müller	Wed	from 13.03.2024 until 12.06.2024	10:00 – 11:30	C2.009

Consulting and Business Information Technology

Course No.	Course description	Lecturer	Day	Date	Time	Room
BWI 401	Consulting Management Skills Max. 15 students	Prof. Dr. Selchert	Wed	from 13.03.2024 until 12.06.2024	08:15 – 9:45	A 206
BWI 402	Analytic Consulting Skills Max. 15 students	Prof. Dr. Selchert	Wed	from 13.03.2024 until 12.06.2024	10:00 – 11:30	A 206
BWI 551	English for IT	Prof. Dr. Dorrhauer	Mon	from 11.03.2024 until 10.06.2024	16:00 – 17:30	A 206

5) Special: Lectures only for incoming students

Course No.	Course description	Lecturer	Day	Date	Time	Room
IO1	Workshop "Academic Writing and Presentation Techniques"	LB Münch	Sat	23.03.2024	10:00 – 16:00	A 301
IO2	Germany Today: political, economic, cultural and historical aspects	LB Münch	Tue	19.03.2024	09:00 – 09:45	A 303
			Tue	26.03.2024	08:15 – 09:45	A 303
			Sat	06.04.2024	08:15 – 09:45	A 303
			Tue	16.04.2024	08:15 – 09:45	A 303
			Tue	23.04.2024	08:15 – 09:45	A 303
			Sat	27.04.2024	10:00 – 16:00	A 301
			Tue	30.04.2024	08:15 – 09:45	A 303
			Tue	14.05.2024	08:15 – 09:00	online
Tue	02.05.2023	08:15 – 09:45	A 303			
IO3	English Business Skills	LB Uzunoglu	Mon	from 11.03.2024 until 10.06.2024	11:45 – 13:15	C2.005
IO4	Current Economic Issues of the European Union	LB Papastamatelou	Fri	from 15.03.2024 until 14.06.2024	14:15 – 15:45	B 003
IO5	European Challenges: Effects of the Enlargement of the European Union	LB Papastamatelou	Fri	from 15.03.2024 until 14.06.2024	16:00 – 17:30	B 003
IO7	International Strategic Management	Prof. Dr. Busch	Thu	21.03.2024	10:00 – 13:15	online
				28.03.2024	10:00 – 13:15	
				04.04.2024	10:00 – 13:15	
				11.04.2024	10:00 – 13:15	
				18.04.2024	10:00 – 13:15	
				25.04.2024	10:00 – 13:15	
IO8	Introduction to Marketing	Dr. Klüver-Beck	Wed	from 13.03.2024 until 12.06.2024	08:15 – 09:45	C1.001
IO9	International Finance and issues of the World Economies nowadays	Prof. Dr. Mirjana Stojanovic Trivanovic	Mon	18.03.2024	14:15 – 15:45	A 104
			Wed	20.03.2024	14:15 – 17:30	A 302
			Fri	22.03.2024	14:15 – 17:30	A 303
			Mon	25.03.2024	14:15 – 15:45	A 104
			Wed	27.03.2024	14:15 – 15:45	A 303
			Wed	15.05.2024	14:15 – 15:45	A 303
			Fri	17.05.2024	14:15 – 15:45	A 303
			Wed	22.05.2024	13:30 – 15:00	A 303
Fri	24.05.2024	14:15 – 15:45	A 302			
IO10	An introduction to Business English	LB Frank	Fri	from 15.03.2024 until 14.06.2024	12:00 – 13:30	online

6) Business Courses in English (Master)

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

Department 1

Master of Controlling

Master of Controlling						
Course No.	Course description	Lecturer	Day	Date	Time	Room
MIM 151	Business Research	Dr. Möbius	Wed	from 13.03.2024 until 12.06.2024	10:00 – 11:30	C2.001
MIM 152	Organizational Behavior	Dr. Möbius	Mon	from 11.03.2024 until 10.06.2024	10:00 – 11:30	A 202
MIM 131	Strategy Planning & Execution	Prof. Dr. Lacher	Tue	from 12.03.2024 until 11.06.2024	17:40 – 19:10	B 006
MIM 132	Business Development and M&A	Prof. Dr. Gupte	Mon	from 11.03.2024 until 10.06.2024	14:15 – 15:45	C2.009

Department 2

Master International Marketing Management

Master International Marketing Management						
Course No.	Course description	Lecturer	Day	Date	Time	Room
IMM 221	International Communications Management Max. 10 Incoming students	Prof. Dr. Rüger-Muck	Mon	from 11.03.2024 until 10.06.2024	11:45 – 13:15	C1.008
IMM 222	B2B Marketing and Sales Max. 5 Incoming students	Prof. Dr. Günther	Mon	from 11.03.2024 until 10.06.2024	16:00 – 17:30	B 005

Department 2

Master International Human Resource Management

Master International Human Resource Management						
Course No.	Course description	Lecturer	Day	Date	Time	Room
HR 222	International Management: Networks and Decision Making	Prof. Dr. Gissel	Mon	from 11.03.2024 until 10.06.2024	17:40 – 19:10	A 206

7) Business English Language Classes

Controlling Management and Information						
Course No.	Course description	Lecturer	Day	Date	Time	Room
BIM 261 group 1	Business English II Max. 5 Incoming students	LB Braun	Mon	from 11.03.2024 until 10.06.2024	14:15 – 15:45	C1.1001
BIM 261 group 2	Business English II Max. 5 Incoming students	LB Braun	Mon	from 11.03.2024 until 10.06.2024	11:45 – 13:15	A 101
BIM 261 group 3	Business English II Max. 5 Incoming students	LB Braun	Mon	from 11.03.2024 until 10.06.2024	10:00 – 11:30	A 105
BIM 351 group 1	Business English III Max. 5 Incoming students	LB Holfelder	Fri	from 15.03.2024 until 14.06.2024	10:00 – 11:30	A 206
BIM 351 group 2	Business English III Max. 5 Incoming students	LB Holfelder	Fri	from 15.03.2024 until 14.06.2024	8:15 – 9:45	A 206
BIM 351 group 3	Business English III Max. 5 Incoming students	Dr. Möbius	Wed	from 13.03.2024 until 12.06.2024	8:15 – 9:45	C2.015
BMC 352/ BIM 352	Business Communication Max. 5 Incoming students	Dr. Möbius	Wed	from 13.03.2024 until 12.06.2024	11:45 – 13:15	C0.007 Aula

International Human Resources and Organisation						
Course No.	Course description	Lecturer	Day	Date	Time	Room
P 332	International Business English Max. 5 Incoming students	LB Merkel	Sat	16.03.2024 23.03.2024	09:00 – 14:00	A 103
				06.04.2024 13.04.2024	9:00 – 14:00	

Auditing and Taxation / Financial Services and Corporate Finance						
Course No.	Course description	Lecturer	Day	Date	Time	Room
BFI 431 / BSW 431	English III - Business Knowledge Max. 5 Incoming students	LK Sponheimer	Fri	from 15.03.2024 until 14.06.2024	16:00 – 17:30	C2.021

Logistics / Business Information Management						
Course No.	Course description	Lecturer	Day	Date	Time	Room
BLO 331/ BWI 321	English II - Business in Practice Max. 5 Incoming students	LK Sponheimer	Fri	from 15.03.2024 until 14.06.2024	14:15 – 15:45	C1.007

BLO 431/ BWI 441	English III - Business Knowledge Max. 5 Incoming students	LK Sponheimer	Mon	from 11.03.2024 until 10.06.2024	11:45 – 13:15	C2.017
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8) German Language Classes

	Language Level	Lecturer	Day	Date	Time	Room	ECTS
DaF1	A 1.1 (group 1) - for beginners without any knowledge of German Max. 15 students	LB Gonschorek	Mon	from 11.03.2024 until 10.06.2024	16:00 – 17:30	C2.009	6
			Thu	from 14.03.2024 until 13.06.2024	11:45 – 13:15	C1.007	
DaF2	A 1.1 (group 2) - for beginners without any knowledge of German Max. 15 students	LB Beermann	Tue	from 12.03.2024 until 11.06.2024	16:00 – 17:30	B 001	6
			Thu	from 14.03.2023 until 13.06.2023	14:15 – 15:45	A 206	
DaF3	A 1.2 - for beginners with basic knowledge Max. 15 students	LB Roy	Tue	from 12.03.2024 Until 11.06.2024	14:30 – 17:30	A 104	6
DaF4	A 2 Max. 15 students	LB Spangler - Sommer	Fri	from 15.03.2024 until 14.06.2024	10:00 – 13:15	B 003	6
DaF5	B1/B2 Max. 15 students	LB Bokhashvili-Lossin	Tue	from 12.03.2024 Until 11.06.2024	14:15 – 15:45	B 003	6
			Thu	from 14.03.2024 until 13.06.2024	14:15 – 15:45	A 305	

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

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

9) Course Description: Business Courses Bachelor

Department 1

BMC 431D ERP Systems

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

Assessment: written exam

Lecturer: Prof. Dr. Rech

ECTS: 4

BIM 431 International Management

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

LEARNING OBJECTIVES

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

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

LEARNING RESOURCES

• Cavusgil, S. Tamer; Knight, Gary; Riesenberger, John R.: International Business –The New Realities, 5th Global Edition, Harlow 2020 [Cavusgil]

• Wild, John J.; Wild, Kenneth, L.: International Business – The Challenges of Globalization, 9th Global Edition, Harlow 2020 [Wild]

• Daniels, John D.; Radebaugh, Lee; Sullivan, Daniel P.: International Business – Environments & Operations, 16th Global Edition, Harlow 2018 [Daniels]

Recommended academic journals for this course:

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

Assessment: written exam

Lecturer: Prof. Dr. Gupte

ECTS: 3

BIM 522 International Corporate Strategy

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

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

Course objectives:

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

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

Learning Resources:

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

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

Assessment: written exam

Lecturer: Prof. Dr. Lacher

ECTS: 2.5

BIM 541 International Human Resource Management

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

Assessment: written exam

Lecturer: Dr. Möbius

ECTS: 3

BIM 551 International Marketing & Logistics

Theoretical foundations and perspectives of internal marketing

- Exogenous and endogenous influencing factors
- Key decision factors for international marketing
- Determining factors of international marketing strategies
- Market segmentation/market parcelling
- Options for market development
- Availability of resources
- Determining the international marketing mix
- Key elements of international transport and logistics management
- Fundamentals of foreign trade management
- Transport systems and logistics services
- Storage, handling and picking plans
- Planning logistics networks
- Inventory and stock management

Assessment: written exam

Lecturer: Prof. Dr. Gupte

ECTS: 3

BMC 531 Business Administration Seminar "Financial Accounting (IFRS)"

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

Deliverables:

Task	Deliverables
1. part: seminar paper	seminar paper (12 to 15 pages)
2. part: Presentation and discussion	<ul style="list-style-type: none">- presentation slides- presentation and discussion of your own topic in front of the class
3. part: active participation	active participation during presentation (including discussions) of the peer's seminar presentations

– The general guidelines of the department for the preparation of research papers apply. An English version of the guideline is available in my OLAT course "Business Administration Seminar Prof. Kirchner-Khairy"

– Correspondence regarding the seminar takes place exclusively via OLAT or the internal university e-mail account (firstname.lastname@studmail.hwg-lu.de)

– **After intensive familiarization** with and first intense reading about the topic you should create a **table of contents and discuss** it with me before you start writing

- **For topic assignment please contact Prof. Kirchner-Khairy (Sandra.Kirchner-Khairy@hwg-lu.de) or Mr. Gkontokos (simeon.gkontokos@hwg-lu.de) at the beginning of the semester.**

– Appointment coordination has to be initiated by you and takes place via OLAT course "Business Administration Seminar Prof. Kirchner-Khairy" or by email (Sandra.Kirchner-Khairy@hwg-lu.de)

Assessment: seminar paper + presentation

Lecturer: Prof. Dr. Kirchner-Khairy

ECTS: 9

Department 2

M 323 Communications Management

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

Assessment: Case study and presentation

Lecturer: Prof. Dr. Rüger-Muck

ECTS: 4

M 324 Sales Management

Description:

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

Topics covered:

- Basics of Sales Management (definition and scope of sales management, objectives and challenges, sales strategy, competitive advantage in sales)
- Channel Design (sales entities, channel configuration & Multichannel Management, evaluation of channel efficiency)
- Managing External Sales Partners (power and dependence, conflict, cooperation)
- Managing the Internal Sales Force (design of selling activities/personal selling, organization of the sales force, sales planning and sales information system, staffing, training and directing the sales force)

Assessment: 10 points sales pitch presentation (either as a video or live performance in class), 20 points case study assignment (written paper 4-6 pages)

Lecturer: Prof. Dr. Ehm

ECTS: 4

C 710 Doing Business in Asia

General overview with following specific deepenings:

- China, India and Southeast Asia
- Markets and politics
- Culture specifics (dealing with selected cultures such as India, China, Arab states)
- Innovation (start-ups, apps, mindset)
- Human resource management (How to lead in selected Asian countries? How to lead internationally mixed teams).
- Digital communication (apps, digital networks)
- Relationship networks, Communication (negotiating with Asian business partners)
- Political and military networks (BRICS, QUAD, AUCUS, RCEP, etc.)

Assessment: Presentations

Lecturer: Dr. Vermeer

ECTS: 4

Department 3

BFI 321 Accounting in SAP ERP

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

Assignments: written exam

Lecturer: Prof. Dr. Pohl

ECTS: 6

BFI 521 Risk management (Theory)

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

Assignments: oral exam

Lecturer: Prof. Dr. Jamin

ECTS: 4

BFI 522 Treasury and Risk Management (ERP/Practice)

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

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

Prerequisites: Knowledge of ERP is necessarily needed!

Assessment: written exam

Lecturer: Prof. Dr. Pohl

ECTS: 4

BLO 312 Production Planning

Content:

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

Assessment: oral exam

Lecturer: Prof. Dr. Müller

ECTS: 4

BWI 401 Consulting Management Skills

The course is split in two main sections:

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

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

Semester Agenda:

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

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

Lecturer: Prof. Dr. Selchert

ECTS: 4

BWI 402 Analytic Consulting Skills

Consultants do not simply solve problems as stated by the client but they help the client to find out, what the real problem is all about. In order to successfully do so with very little knowledge about the client organization, a set of analytic techniques will be introduced and practiced. After identifying the real problem, a consultant explores the solution space in a systematic and creative way, 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 assignment (50%) + final exam (50%)

Lecturer: Prof. Dr. Selchert

ECTS: 4

BWI 551 English for IT

Course content: Technical language of business informatics

Learning outcomes: The students have mastered a specific specialist vocabulary from the field of business informatics in science and practice, also based on the content of the specialist lectures; You are able to quickly grasp and understand authentic and specific language material from the IT area; You will be able to orientate yourself in professional communication situations in the business and academic environment and to participate appropriately;

The students are prepared for the requirements of a specialist activity in an English-speaking work and scientific environment by teaching a comprehensive vocabulary.

Assessment: Presentation or written exam

Lecturer: Prof. Dr. Dorrhauer

ECTS: 2

10) Course Description: Lectures for incoming students only

IO1 Workshop "Academic Writing and Presentation Techniques"

In this workshop international exchange students will get an insight in scientific writing at a German university and what it means to prepare for a seminar or research paper and presentation respectively. In most countries this topic is dealt with in large details at the graduate level. In Germany however, students have to address detailed and strict scientific requirements when writing a paper and preparing a presentation at the undergraduate level already.

Students will not only learn about what is expected from them in seminars, presentations and research papers. They will also get an insight in the cultural background of German academia and etiquette at German universities. The overall goal is to improve their skills in academic writing according to the German academic standards.

Workshop Content

- Academia in Germany
- Six phases of academic text production
- Practical tips when writing a paper or preparing a presentation
- Practical exercises

Assessment: 100 % attendance

Lecturer: LB Carsten Münch

ECTS: 1

IO2 Germany Today: political, economic, cultural and historic aspects

Germany is a diverse country with a long history and various traditions. In the first part of this course you will get an overview of German history, as well as the political and educational system. In the second part, we will look at the economy with a special focus on small and medium-sized enterprises (SME) and "Hidden Champions". Accounting for more than 99% of all companies, SME form the backbone of the German economy and are also characterized by their high share of industrial production.

During the course, participants need to work in teams and prepare a group presentation. For this purpose, we will use Conceptboard (www.conceptboard.com) as a visual workspace where participants can brainstorm ideas, collaborate on projects & centralize documentation. Conceptboard is a visual collaboration platform that makes it easy for teams to create, manage and stay connected on projects.

Assessment: Midterm exam 50%, Group Presentation 50%

Lecturer: LB Münch muench@dhbw-mannheim.de

ECTS: 4

IO3 English Business Skills

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

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

Lecturer: LB Uzunoglu

ECTS: 4

IO4 Current Economic Issues of the European Union

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

Assignment: written exam

Lecturer: LB Papastamatelou

ECTS: 4

IO5 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

1. Themes of our Seminar

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

Boundary Spanning and Ambidexterity in an Open Innovation-Context

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

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

2. Methodology

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

3. Learning Objectives

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

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

4. Material Provided

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

5. Assignment

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

The following criteria will be used to evaluate your presentations:

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

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

6. Preparation of the Lectures

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

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

7. Schedule

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

Lecturer: Prof. Dr. Rainer Busch

ECTS: 4

IO8 Introduction to Marketing

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

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

Assessment: Presentation of international Case Studies

Lecturer: LB Dr. Klüver-Beck

ECTS: 4

IO9 International Finance and issues of the World Economies nowadays

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

Assessment: Presentation

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

ECTS: 4

IO10 An introduction to Business English

In this course students acquire the language skills needed for effective communication in the business world. Mastering the following areas: Socialising (social chit-chat), Emailing, preparing a talk, KISS. Furthermore, the course program covers the most important grammar topics .

Course materials: to be be announced during the first lesson.

Assessment: written exam

Lecturer: LB Frank

ECTS: 4

11) Course Description: Business Courses Master

Department 1

MIM151 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

MIM152 Organizational Behaviour

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

Assessment: Portfolio audit

Lecturer: Dr. Möbius

ECTS: 3

MIM 131 Strategy Planning & Execution

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:

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

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

Assessment: written exam

Lecturer: LB Lacher

ECTS: 3

MIM 132 Business Development and M&A

This course enables students to analyse strategic starting situations and support management in making strategic decisions. To this end, they apply established methods and techniques of business development. Another focus is the planning and implementation of M&A.

Contents:

- Business area analysis and strategic portfolio management
- Business development as a continuous process and management task
- Analysing, monitoring and controlling existing business areas
- M&A process
- Management of the investment life cycle

Assessment: Presentation

Lecturer: Prof. Dr. Gupte

ECTS: 3

Department 2

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)

Deresky, Helen: International management: managing across borders and cultures, 9. global ed., Boston 2017.
Dülfer, Eberhard; Jöstingmeier, Bernd: International management in diverse cultural areas, 2. Ed., München/Wien 2011.
Kerzner, H.: Project management: best practices; achieving global excellence, 4th ed., Hoboken 2018.
Morschett, D.; Schramm-Klein, H.; Zentes, J. Strategic International Management. Text and Cases., 3rd Ed., Wiesbaden 2015.

12) Course Description: Language Classes

BIM 261 Business English 2

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

Assessment: written exam

Lecturer: LB Braun

ECTS: 4

BIM 351 Business English 3

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

Assessment: written exam

Lecturer: depending on the group – see on the schedule

ECTS: 4

BIM 352 Business Communication

Technical requirements for international corporate communication

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

Methods of practical corporate communication

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

Assignments: written exam

Lecturer: Dr. Möbius

ECTS: 3

P 332 International Business English

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

Assessment: Presentation

Lecturer: LB Merkel

ECTS: 4

BLO 331/ BWI 321 English II - Business in Practice***Details (Syllabus)**

Imparting an appropriate functional language level as well as advanced communication skills in the foreign language;
 Use of the foreign language in the job search process(writing applications, interviews, assessments, etc.);
 Discussing relevant topics from the fields of business and society (corporate responsibility, ethics, environment, people);
 Preparing students for the use of the foreign language in an academic environment (gathering, organizing and presenting data);

Aims and Learning Outcomes

On completion of this course, students will be enabled to process specific, current and also critical topics linguistically and discuss them in a results-oriented manner;
 They will be able to face an application process in English (understanding job advertisements, performing out self-assessments, creating application documents, mastering interviews);
 They will also be enabled to independently acquire knowledge, to organize and present it in an appropriate manner using English references;

Teaching and Learning Methods

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

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

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

Lecturer: LK Sponheimer

ECTS: 2,5

BFI 431/BSW 431/BWI 441 English III - Business Knowledge

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

Assessment: presentation

Lecturer: LB Sponheimer

ECTS: 2,5

**For further information please contact the
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