



Hochschule
für Wirtschaft und Gesellschaft
Ludwigshafen

INTERNATIONAL AFFAIRS

CLASSES IN ENGLISH

BACHELOR AND MASTER BUSINESS ADMINISTRATION



Wintersemester 2023/2024

Version 19th September 2023 - 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

MLO/MLC

- Logistics

MW

- 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 by Friday 22 September 2023**. (see PDF “**Course Registration WS2023/24**”)
- You can make **changes** of your course choice during the **first two weeks of the semester** (deadline: Friday 6 October 2023). 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 3rd February 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 (put it in a clearly visible place on your table).
- Before the exam starts, please take all the things you need for the exam (pens, calculator (if allowed), something to drink, etc.) out of your bag and put your bag and your jacket in the front or in the back of the room. You are not allowed to keep these things at your table.
- You are **not allowed** to use a **pencil** (except the lecturer explicitly says so).
- If you are ill on an exam day, you have to submit a medical certificate or signed letter from a doctor that certifies your illness on this day within three days after the exam. If you fail to submit proof of illness, you will fail the exam (exam mark of 5.0).
- If you need to use the restroom during an exam, please note that you have to inform the supervising person in charge.
- **Cellphones** are **not allowed** during an exam. Please turn your cellphone off and leave it in your bag. If you need to know the time, please bring a watch or ask the supervision person in charge.

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

4) Business Courses in English (Bachelor)

Department 1

Controlling, Management and Information

Course No.	Course description	Lecturer	Day	Date	Time	Room
BMC 431D*	ERP Systems	Prof. Dr. Hannig	Tue	from 26.09.2023 until 02.01.2024	11:45 – 13:15	A304
BIM 431	International Management Max. 12 students	Prof. Dr. Lacher	Tue	from 26.09.2023 until 02.01.2024	16:00 – 17:30	B005
BIM 522	International Corporate Strategy Max. 12 students	Prof. Dr. Lacher	Wed	from 27.09.2023 until 03.01.2024	11:45 – 13:15	E115a
BIM 541	International Human Ressource Management	Dr. Möbius	Tue	from 26.09.2023 until 02.01.2024	14:15 – 15:45	E115a
BMC531	Business Administration Seminar „Financial Accounting (IFRS)“ Max. 10 students	Prof. Dr. Kirchner-Khairiy	Tue	from 26.09.2023 until 02.01.2024	08:15 – 09:45	E114

* Course only for incoming students.

Department 2

Marketing

Course No.	Course description	Lecturer	Day	Date	Time	Room
M 221	Communications Management Max. 15 students	Prof. Dr. Rüger - Muck	Thu	28.09.2023	10:00 – 13:15	E013
				05.10.2023	10:00 – 13:15	E013
				12.10.2023	08:15 – 13:15	E133a
				19.10.2023	10:00 – 13:15	E013
				26.10.2023	10:00 – 13:15	E013
				02.11.2023	10:00 – 13:15	E013
				09.11.2023	08:15 – 13:15	E133a
M 311	Brand Management Max. 5 students	Prof. Dr. Günther	Thu	from 28.09.2023 until 04.01.2024	10:00 – 11:30	E128a
M 321 + M 322	Sales Management +CRM Max. 10 students	Prof. Dr. Ehm	Mon	from 25.09.2023 until 18.12.2023	10:00 – 13:15	A101

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 27.09.2023 until 03.01.2024	08:15 – 13:15	A303

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	Wed	from 27.09.2023 until 03.01.2024	10:00 – 13:15	A203
BFI 521	Risk Management (Theory)	Prof. Dr. Jamin	Wed	from 27.09.2023 until 03.01.2024	08:15 – 09:45	E81b
BFI 522	Treasury and Risk Management (ERP/Practice)	Prof. Dr. Pohl	Mon	from 25.09.2023 until 18.12.2023	10:00 – 11:30	online

Logistics						
Course No.	Course description	Lecturer	Day	Date	Time	Room
BLO 312	Production Planning	Prof. Dr. Müller	Wed	from 27.09.2023 until 03.01.2024	11:45 – 13:15	E014

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 27.09.2023 until 03.01.2024	10:00 – 11:30	E82
BWI 402	Analytic Consulting Skills Max. 15 students	Prof. Dr. Selchert	Wed	from 27.09.2023 until 03.01.2024	11:45 – 13:15	E1109
BWI 551	English for IT	Prof. Dr. Dorrhauer	Thu	from 28.09.2023 until 21.12.2023	14:15 – 15:45	A303
			Fri	03.11.2023	08:15 – 09:45	A303

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	07.10.2023	10:00 – 15:00	E 82
IO2	Germany Today: political, economic, cultural and historical aspects	LB Münch	Tue	10.10.2023	08:15 – 09:45	E 82
			Tue	31.10.2023	08:15 – 09:45	E 82
			Tue	07.11.2023	08:15 – 09:45	E 82
			Tue	14.11.2023	08:15 – 09:45	E 82
			Sat	04.11.2023	10:00 – 16:00	E 82
			Sat	18.11.2023	10:00 – 16:00	E 82
			Tue	05.12.2023	08:15 – 09:45	E 81
			Tue	12.12.2023	08:15 – 09:45	E 81
IO3	English Business Skills	LB Uzunoglu	Mon	from 25.09.2023 until 18.12.2023	12:00 – 13:30	B005
IO4	Current Economic Issues of the European Union	LB Papastamatelou	Fri	from 29.09.2023 until 05.01.2024	08:15 – 09:45	E014
IO5	European Challenges: Effects of the Enlargement of the European Union	LB Papastamatelou	Fri	from 29.09.2023 until 05.01.2024	10:00 – 11:30	E015
IO6	Changes within the EU in the face of “Brexit”	LB Papastamatelou	Fri	from 29.09.2023 until 05.01.2024	11:45 – 13:15	E015
IO7	International Strategic Management Max. 10 students	Prof. Dr. Busch	Thu	from 12.10.2023 until 09.11.2023	10:00 – 13:15	E1040
				23.11.2023	10:00 – 13:15	E1040
IO8	Introduction to Marketing	Dr. Klüver-Beck	Wed	from 27.09.2023 until 20.12.2023	08:15 – 09:45	A105
IO9	International Finance and issues of the World Economies nowadays	Prof. Dr. Mirjana Stojanovic Trivanovic	Wed	25.10.2023	14:15 – 15:45	B006
			Fri	27.10.2023	14:15 – 17:30	B011
			Mon	30.10.2023	14:15 – 15:45	B006
			Fri	03.11.2023	14:15 – 17:30	B011
			Mon	04.12.2023	14:15 – 15:45	B006
			Wed	06.12.2023	14:15 – 15:45	B006
			Fri	08.12.2023	14:15 – 15:45	B006
			Mon	11.12.2023	14:15 – 15:45	B006
			Wed	13.12.2023	14:15 – 17:30	B006
IO10	An introduction to Business English	LB Frank	Fri	from 29.09.2023 until 05.01.2024	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

Course No.	Course description	Lecturer	Day	Date	Time	Room
MCO151 /MIM151	Business Research	Dr. Möbius	Tue	from 26.09.2023 until 02.01.2024	08:15 – 09:45	E128a
MCO152 /MIM152	Organizational Behaviour	Dr. Möbius	Tue	from 26.09.2023 until 02.01.2024	10:00 – 11:30	E115
MIM131	Strategy Planning & Execution	Prof. Dr. Lacher	Tue	from 26.09.2023 until 02.01.2024	14:15 – 15:45	B001

Department 2

International Marketing Management

Course No.	Course description	Lecturer	Day	Date	Time	Room
IMM 111	International Brand Management Max. 5 students	Prof. Dr. Günther	Mon	from 25.09.2023 until 18.12.2023	11:45 – 13.15	E013
IMM 112	Customer Value & Business Modelling Max. 5 students	Prof. Dr. Günther	Mon	from 25.09.2023 until 18.12.2023	10:00 – 11:30	E013
IMM 121	Cultural Environment Max. 5 students	Dr. Vermeer	Mon	from 25.09.2023 until 18.12.2023	14:15 – 15:45	E013
IMM 130	International Marketing Strategy Max. 10 students	Prof. Dr. Rüger-Muck	Tue	from 10.10.2023 until 02.01.2024	11:45 – 13:15	E013
				10.10.2023	10:00 – 11:30	E 82
				19.12.2023	10:00 – 11:30	E 82

International Human Resource Management

Course No.	Course description	Lecturer	Day	Date	Time	Room
HR 112	Intercultural Human Resources Management	Dr. Vermeer	Mon	from 25.09.2023 until 18.12.2023	16:00 – 17:30	E013

Department 3

Finance and Accounting						
Course No.	Course description	Lecturer	Day	Date	Time	Room
MFI 111	Financial Engineering & Structured Finance	Prof. Dr. Jamin	Tue	from 26.09.2023 until 02.01.2024	14:15 – 15:45	A206
MFI 112	Global Financial Markets & Financial Products	Prof. Dr. Jamin	Wed	from 27.09.2023 until 03.01.2024	12:30 – 14:00	E133a

Logistics						
Course No.	Course description	Lecturer	Day	Date	Time	Room
MLO 131	Strategic Management	Dr. Böhringer	Thu	from 28.09.2023 until 04.01.2024	08:15 – 09:45	A101
MLO 133	Consulting Tools and Techniques	Dr. Böhringer	Thu	from 28.09.2023 until 04.01.2024	10:00 – 11:30	A101
MLO 321	Top Management Consulting Pitch	Prof. Dr. Iskan	Wed	from 27.09.2023 until 03.01.2024	08:15 – 11:30	B005

Business Information Technology with a focus in Management & Consulting						
Course No.	Course description	Lecturer	Day	Date	Time	Room
MW 111	Business Model Innovation	Prof. Dr. Selchert	Tue	from 26.09.2023 until 02.01.2024	08:15 – 10:00	E 1109
MW 112	Change Management	Prof. Dr. Selchert	Tue	from 26.09.2023 until 02.01.2024	17:40 – 19:10	E 82
MW 121	Strategic Consulting	Prof. Dr. Selchert	Wed	from 25.09.2023 until 06.01.2024	08:15 – 09:45	E 82
MW 122	Corporate Performance Enhancement	Dr. Festag	Fri	29.09.2023	08:15 – 11:30	E114
				06.10.2023	08:15 – 11:30	E114
				13.10.2023	08:15 – 11:30	E114
				17.11.2023	08:15 – 11:30	E114
				24.11.2023	08:15 – 11:30	E114
				08.12.2023	08:15 – 11:30	E114
				22.12.2023	08:15 – 11:30	E114

7) Business English Language Classes

Management, Controlling and Health Care

Course No.	Course description	Lecturer	Day	Date	Time	Room
BIM 261 Group 1	Business English 2 Max. 5 students	LB Braun	Mon	from 25.09.2023 until 06.01.2024	10:00 - 11:30	E123
BIM 261 Group 2	Business English 2 Max. 5 students	LB Braun	Mon	from 25.09.2023 until 06.01.2024	14:15 – 15:45	E123
BIM 261 Group 3	Business English 2 Max. 5 students	LB Braun	Mon	from 25.09.2023 until 06.01.2024	11:45 – 13:15	E123
BIM 351 Group 1	Business English 3 Max. 5 students	LB Holfelder	Fri	from 29.09.2023 until 05.01.2024	08:15 - 09:45	online
BIM 351 Group 2	Business English 3 Max. 5 students	LB Holfelder	Fri	from 29.09.2023 until 05.01.2024	10:00 - 11:30	online
BIM 351 Group 3	Business English 3 Max. 5 students	Dr. Möbius	Wed	from 27.09.2023 until 03.01.2024	10:00 – 11:30	A105
BIM 352	Business Communication Max. 5 students	Dr. Möbius	Wed	from 27.09.2023 until 03.01.2024	11:45 – 13:15	E 48

International Human Resources and Organisation

Course No.	Course description	Lecturer	Day	Date	Time	Room
P 343	International Business English Max. 5 students	LB Merkel	Mon	02.10.2023	11:45 – 15:45	B006
			Mon	09.10.2023	11:45 – 15:45	B006
			Mon	23.10.2023	11:45 – 15:45	B006
			Thu	02.10.2023	08:15 – 13:15	E 133
			Fri	02.10.2023	10:00 – 13:15	TBA

Auditing and Taxation / Financial Services and Corporate Finance

Course No.	Course description	Lecturer	Day	Date	Time	Room
BFI/BSW 331	English II - Business in Practice Max. 5 students	LB Uzunoglu	Fri	from 29.09.2023 until 05.01.2024	11.45 – 13:15	E128a
BFI/BSW/BLO 431	English III – Business Knowledge Max. 5 students	LB Sponheimer	Tue	from 26.09.2023 until 02.01.2024	08:15 – 09:45	E115

Logistics

Course No.	Course description	Lecturer	Day	Date	Time	Room
BLO 331	English II - Business in Practice Max. 5 students	LB Sponheimer	Thu	from 28.09.2023 until 04.01.2024	11:45 – 13:15	E128a

8) German Language Classes – only for incoming students

	Language Level	Lecturer	Day	Date	Time	Room	ECTS
DaF1	A 1.1 (group 1) - for beginners without any knowledge of German Max. 15 students	LB Gonschorek	Tue	from 26.09.2023 until 02.01.2024	16:00 – 17:30	B001	6
			Thu	from 28.09.2023 until 04.01.2024	16:00 – 17:30	A103	
DaF2	A 1.1 (group 2) - for beginners without any knowledge of German Max. 15 students	LB Beermann	Tue	from 26.09.2023 until 02.01.2024	14:15 – 15:45	B006	6
			Thu	from 28.09.2023 until 04.01.2024	14:15 – 15:45	B006	
DaF3	A 1.2 - for beginners with basic knowledge Max. 15 students	LB Roy	Tue	from 26.09.2023 until 02.01.2024	14:30 – 17:30	B011	6
DaF4	A 2 Max. 15 students	LB Spangler-Sommer	Fri	from 29.09.2023 until 05.01.2024	10:00 – 13:15	B006	6
DaF5	B1/B2 Max. 15 students	LB Bokhashvili-Lossin	Mon	from 25.09.2023 until 18.12.2023	14:15 – 15:45	B011	6
			Thu	from 28.09.2023 until 04.01.2024	14:15 – 15:45	A104	

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

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

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

9) Course Description: Business Courses Bachelor

Department 1

BMC 431 D ERP Systems

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

Assessment: written exam

Lecturer: Prof. Dr. Hannig

ECTS: 4

BIM 431 International Management

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

LEARNING OBJECTIVES

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

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

LEARNING RESOURCES

- Cavusgil, S. Tamer; Knight, Gary; Riesenberger, John R.: International Business –The New Realities, 5th Global Edition, Harlow 2020 [Cavusgil]
- Wild, John J.; Wild, Kenneth, L.: International Business – The Challenges of Globalization, 9th Global Edition, Harlow 2020 [Wild]
- Daniels, John D.; Radebaugh, Lee; Sullivan, Daniel P.: International Business – Environments & Operations, 16th Global Edition, Harlow 2018 [Daniels]

Recommended academic journals for this course:

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

Assessment: written exam

Lecturer: Prof. Dr. Lacher

ECTS: 3

BIM 522 International Corporate Strategy

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

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

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 Ressource Management

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

Assessment: group work

Lecturer: Dr. Möbius

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	- 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

– 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

M 221 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 311 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

M 321 + M322 Sales Management & CRM

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)
- Basics of Customer Relationship Management (definition and scope of CRM, objectives and challenges, CRM strategy, basic concepts, e.g. regarding customer satisfaction and loyalty, trust, customer-related profitability, customer value)
- CRM tools (relationship modeling, customer clubs/cards, complaint management, key account management, managing customer contact)
- Sales & CRM interface

Description:

Participants will be taught the theoretical and conceptual basics of sales and customer relationship management. Focus will be on a thorough understanding of sales strategy, channel design, and managing customer contacts along the customer journey. 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 and customer relationship management. Students will train their own selling skills in interactive sessions including role plays (sales pitches, sales visits, complaint handling, negotiations).

Assessment: 20 points role play presentation (either as a video or live performance in class, e.g. sales pitch), 40 points case study assignment (group work, written paper 8-10 pages)

Lecturer: Prof. Dr. Ehm

ECTS: 7

C 710 Doing Business in Asia

General overview with following specific deepening:

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

Assessment: Presentations

Lecturer: Dr. Vermeer

ECTS: 9

Department 3

BFI 321 Accounting in SAP ERP

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

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!

Assignments: 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, analyses complex interdependencies among solution components, identifies the optimal solution, and prepares the communication of this solution in a convincing way. At the end, the proposed solution should stand the test of even the most critical client to create a positive impact! Finally, we will take a conscious look at the cognitive limitations to rational problem solving.

Semester Agenda:

- Define the real problem
- Develop solutions
 - Heuristics and deductive logic trees
 - Advanced creativity stimulation
- Solution packaging
- Explore complex interdependencies
 - Business dynamics and simulation
 - Scenarios
- Assess the solution's financial impact
- Shape the final recommendation
 - Define the storyline, underpin with hypothesis and/or y/n-trees
- Beware of hidden flaws in conceptual thinking

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

Lecturer: Prof. Dr. Selchert

ECTS: 4

BWI 551 English for IT

Course content: Technical language of business informatics

Learning outcomes: The students have mastered a specific specialist vocabulary from the field of business informatics in science and practice, also based on the content of the specialist lectures; You are able to quickly grasp and understand authentic and specific language material from the IT area; You will be able to orientate yourself in professional communication situations in the business and academic environment and to participate appropriately; The students are prepared for the requirements of a specialist activity in an English-speaking work and scientific environment by teaching a comprehensive vocabulary.

Assessment: Presentation or written exam

Lecturer: Prof. Dr. Dorrhauer

ECTS: 2

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

IO1 Workshop "Academic Writing and Presentation Techniques"

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

Students will 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 analysing the effects, examples of selected countries will be presented. Finally, the economic crisis and the consequences of European Enlargement will be discussed.

Assignments: written exam

Lecturer: LB Papastamatelou

ECTS: 4

IO6 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 exit along with the implications 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

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 announced during the first lesson.

Assessment: written exam

Lecturer: LB Frank

ECTS: 4

11)Course Description: Business Courses Master

Department 1

MCO 151/ MIM 151 Business Research

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

Prerequisites: A course in introductory statistics is strongly recommended.

Table of contents:

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

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

Lecturer: Dr. Möbius

ECTS: 3

MCO152/MIM152 Organizational Behaviour

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

Assessment: Portfolio audit

Lecturer: Dr. Möbius

ECTS: 3

MIM 131 Strategy Planning & Execution

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

This module expects a basic understanding of Strategic Management and the respective tools. The theoretical aspects will only be summarized in a short reiteration. The focus of the lecture will be to apply the knowledge in profound case studies and to select the best option from various strategic alternatives.

Course objectives:

Strategic management is a process of consensus-building, decision implementation and evaluation.

Therefore, the behavioral science aspects of management as well as extraordinary communication skills are of utmost importance for success.

The students need to develop their communicational competence with all internal and external stakeholders. This enables them to have an intensive exchange on professional contents, processes and systems of strategic management. They will be able to establish strategic positions and alternatives as well as stand in for their decisions and solutions.

Learning resources:

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

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

Assessment: written exam

Lecturer: LB Lacher

ECTS: 4

Department 2

IMM 111 International Brand Management

The course will provide knowledge and methods of market choice preparation and strategic decisions of international marketing. This will include the type of market entry and the type of market development. Also, the brand management concepts and tools will be discussed and applied in an international context.

Hereunder, the brand architecture and brand positioning in an international context are dealt with on the basis of the concept of identity-based brand management. In addition, product- and communication-specific designs are considered.

Assessment: The grading of this course will be based on a team assignment (individual grading).

Lecturer: Prof. Dr. Günther

ECTS: 4

IMM 112 Customer Value & Business Modelling

The course will give an introduction to customer-oriented business model innovation. In this context, the development of business models based on current concepts and methods will be taught (e.g., Business Model Canvas, Lean Startup method and Blue Ocean Strategy). In particular, the measurement and management of customer value will be considered as a starting point for business model development, such as the Means-end approach and the Conjoint Analysis. Latest findings in innovation and business model research complement the course. All topics will be worked out theoretically during the lecture and then deepened by group work on the basis of project work and case studies.

Assessment: The grading of this course will be based on a team assignment (individual grading).

Lecturer: Prof. Dr. Günther

ECTS: 4

IMM 121 Cultural Environment

The students gain a deeper insight into the corporate culture of other countries, especially China and India. They get to know different values, norms and working methods of the countries and develop understanding for other views, customs and traditions. They also deal with their own cultural characteristics and become aware of their own values and norms. They develop an understanding of cultural differences in other countries as well as interaction partners and are made aware of the special features of intercultural communication processes.

In a mix of theory, practical exercises and case studies, students also analyse and evaluate typical cultural mistakes of companies in the international marketing context. Students work on problems in the course, such as the entry into the market of a (German) company in a foreign market or the launch into a foreign market, whereby the cultural aspect in particular is in focus.

The aim of the lecture is to sensitize the students for other values, culturally different behaviour and other "Ways of Doing" in order to best qualify them for later possible assignment abroad. By understanding one's own values and others, costly misunderstandings of international employees can be avoided and international business relationships can be simplified.

Assessment: tba

Lecturer: Dr. Vermeer

ECTS: 4

IMM 130 International Marketing Strategy	
Organizational configuration of international activities and market selection <ul style="list-style-type: none"> • Type of market entry as well as the type of market development • Strategic decisions of International Marketing • Market development (standardization versus differentiation). • Coordinating perspective of international marketing. • Identifying problems that arise for a provider of market-related feedback from the simultaneous processing of country markets and the resulting strategic options. 	
Assessment: Project (Group grade)	
Lecturer: Prof. Dr. Rüger-Muck	ECTS: 4

HR 112 Intercultural Human Resources Management	
Course content <ul style="list-style-type: none"> • Terminology and content of cultural topics • Creation of cross-cultural management studies • Central cultural studies and cultural models • Culture-influenced corporate forms • On the influence of cultural differences on selected areas of human resource management 	
Assessment: written Exam	
Lecturer: Dr. Vermeer	ECTS: 3

Department 3

MFI 111 Financial Engineering and Structured Finance	
This course deals with financial derivatives. Key instruments – futures, forwards, options, swaps, credit derivatives – will be analyzed: How do they work? How are they priced? How are they applied in corporate risk management? Key focus in the course will be on practical exercise.	
Assessment: written exam	
Lecturer: Prof. Dr. Jamin	ECTS: 3

MFI 112 Global Financial Markets and Financial Products	
<ul style="list-style-type: none"> • International financial markets • International financial products • Advantages of financial intermediation • The role of important participants on the financial market Global Financial Sourcing–Refinancing strategies on international capital markets	
Assessment: will be announced	
Lecturer: Prof. Dr. Jamin	ECTS: 3

MLO 131 Strategic Management	
<ul style="list-style-type: none"> • Vision and strategic goals • Instruments for strategic analysis of the corporate environment (including macro-environment analysis, industry structure analysis, competitor analysis) • Instruments for strategic analysis of the company (e.g. value chain, core competence approach) • Merging: portfolio analyzes (including SWOT, BCG and McKinsey matrix) • Choice of strategy (e.g. growth strategies according to Ansoff, generic competitive strategies, outpacing, blue ocean, strategies in shrinking markets) • Strategy implementation (including connection to operational planning, balanced scorecard) • Strategic control 	
Assessment: written exam	
Lecturer: Dr. Böhringer	ECTS: 2

MLO 133 Consulting Tools and Techniques	
<ul style="list-style-type: none"> • Organizational design: dimensions (division of labor/"forms") organizations, coordination, distribution of decision rights) • The successful organization: Contingencies (on three levels: task, firm, environment) • The organizational design process: tools (from analysis to synthesis) • Consulting approaches • The consulting process • Basis of consulting: Methods 	
Assessment: seminar paper + presentation	
Lecturer: Dr. Böhringer	ECTS: 2

MLO 321 Top Management Consulting Pitch	
<ul style="list-style-type: none"> • Structural challenges in transport services and logistics, financial figures included. • Industrialisation of logistics service providers • Turn Around Management: concepts and instruments • Reorganization of processes around the corporation: administrative processes and core processes • Lean Administration: levers and concepts • Change Management vs. „renewal processes“ • Program control in complex and international strategy consulting projects • Creation of a top management pitch and professional story telling on CEO-level • • Case study of the reorganization of a corporation within the field of logistics and transport. A role-play is included between a top management customer and a top management strategy consultant, with practical challengers from the logistics and consulting industry. 	
Assessment: Project work	
Lecturer: Prof. Dr. Iskan	ECTS: 6

MW 111 Business Model Innovation	
<p>Basic concepts in Business Model Innovation</p> <ul style="list-style-type: none"> • Relevant Consulting techniques • Frameworks for Business Model Design <p>Develop the Innovative Business Model</p> <ul style="list-style-type: none"> • Create the initial idea • Explore the market: Customer segment and competition • Substantiate customer benefit: Value proposition, customer relationship, and channels • Define the business system: Key activities, key resources and key partners. <p>Create the Business Case</p> <ul style="list-style-type: none"> • Outline and size revenue streams • Define investment and cost structure • Compute financial KPI 	
Assessment: will be announced	
Lecturer: Prof. Dr. Selchert	ECTS: 3,5

MW 112 Change Management	
<p>Challenges and basic framework for Change Management</p> <p>General approaches for Change Management</p> <ul style="list-style-type: none"> • Shape organizational culture, style, and values • Foster organizational learning • Change organizational structures <p>Specific Change Management approaches for transitory phases in the corporate life cycle</p> <ul style="list-style-type: none"> • Create systematic innovation • Design powerful and sustainable growth • Speed up technology-driven change • Enhance organizational collaboration 	
Assessment: will be announced	
Lecturer: Prof. Dr. Selchert	ECTS: 3,5

MW 122 Corporate Performance Enhancement	
<ul style="list-style-type: none"> • Measuring Performance • Strategy Maps • Balanced Scorecard • Improving Performance • Business Process Redesign • Purchasing and Supply Chain • Implementing Performance Management Programs • Corporate Performance Management Office • Performance Management Tools 	
Assessment: will be announced	
Lecturer: LB Festag	ECTS: 3

MW 121 Strategic Consulting	
<ul style="list-style-type: none">• Introduction to the concept of strategy• Explore the strategic future• Set the strategic aspiration• Create viable strategic options• Derive organizational implications• Draft and prioritize strategic initiatives and define the strategic roadmap• Build the strategic business case• Deliver the strategy to the client	
Assessment: will be announced	
Lecturer: Prof. Dr. Selchert	ECTS: 3

12) Course Description: Business English Language Classes

BIM 261 Business English 2

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

Assessment: written exam

Lecturer: LB Braun

ECTS: 4

BIM 351 Business English 3

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

Assessment: written exam

Lecturer: depending on the group – see on the schedule

ECTS: 4

BIM 352 Business Communication

Technical requirements for international corporate communication

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

Methods of practical corporate communication

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

Assignments: written exam

Lecturer: Dr. Möbius

ECTS: 3

P 343 International Business English	
<ul style="list-style-type: none"> Theoretical knowledge of the various processes in HRM in English Practical application in a fictitious corporate context 	
Assignments: Presentation	
Lecturer: LB Merkel	ECTS: 4

BFI / BSW/ BLO 331/ BWI 321 English II - Business in Practice*	
<p>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);</p> <p>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;</p> <p>Teaching and Learning Methods</p> <ul style="list-style-type: none"> Lecture with interactive assignments and projects; Working on current and specific scientific materials; Project simulations; Role plays; <p>*BLO (Logistics) and BWI (Informatics) are in American English; BFI (Finance) and BSW (Taxation & Auditing) are in British English.</p>	
<p>Assessment: Designing, conducting and evaluating a survey on a given topic Abstract summarizing the findings of said survey Video presentation of findings</p>	
<p>Lecturers:</p> <p>BLO/BWI: Mr. Harry Sponheimer BFI/BSW: Ms. Lale Bilgili</p>	ECTS: 2,5

BFI /BSW/ BLO 431/ BWI 441 English III - Business Knowledge	
<p>1st part of semester: special knowledge and skills on finance and taxation 2nd part of semester: presenting and discussing special knowledge (short presentations)</p>	
Assessment: presentation	
Lecturer: Ms Bilgili	ECTS: 2,5

**For further information please contact the
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**Mon., Tue. and Thu. 14:30 – 16:00
(by appointment)**

Location: Main building A 202