



# Module Handbook

# Business Management (BWL/B)

Bachelor of Science

Status: 10/05/2023



## Contents

|   |    |
|---|----|
| <b>1. Semester</b>  | 6  |
| BWL110 Business Mathematics I                               | 7  |
| BWL120 Computer Science                                     | 9  |
| BWL130 Business Law   | 11 |
| BWL140 Microeconomics                                       | 13 |
| BWL150 Fundamentals of Business Administration and Taxation | 15 |
| BWL160 Product and Production                               | 17 |
| <b>2. Semester</b>  | 19 |
| BWL210 Business Mathematics II                              | 20 |
| BWL220 Intercultural Communication                          | 22 |
| BWL230 External Accounting                                  | 24 |
| BWL240 Macroeconomics                                       | 26 |
| BWL250 Logistics  | 28 |
| BWL260 Marketing  | 30 |
| <b>3. Semester</b>  | 32 |
| BWL310 Statistics   | 33 |
| BWL320 Market Research                                      | 35 |
| BWL330 Cost and Performance Accounting                      | 37 |
| BWL340 International Business                               | 39 |
| <b>4. Semester</b>  | 41 |
| BLWB410 Enterprise Resource Planning                        | 42 |
| BWL420 Financing and Investment                             | 44 |
| BWL430 Value Creation Excellence                            | 46 |
| BWL440 Controlling  | 48 |
| <b>5. Semester</b>  | 50 |
| BWL510 Internship Preparation                               | 51 |
| BWL520 Internship   | 53 |

|  |     |
|--|-----|
| <b>6. Semester</b> .....   | 55  |
| BWL610 Corporate Governance and Economic Policy.....             | 56  |
| BWL620 Human Resource Management.....                            | 58  |
| BWL630 Scientific Seminar .....                                  | 59  |
| BWL640 Project seminar.....                                      | 61  |
| BWL650 Elective Subject I.....                                   | 63  |
| BWL660 Elective Subject II.....                                  | 64  |
| <b>7. Semester</b> .....   | 65  |
| BWL710 Business Simulation.....                                  | 66  |
| BWL720 English Language .....                                    | 68  |
| BWL730 Bachelor's Thesis Colloquium .....                        | 70  |
| BWL740 Bachelor's Thesis .....                                   | 71  |
| <b>Specialization in International Management</b> .....          | 73  |
| BWL350M Value Creation Chain .....                               | 74  |
| BWL360M International Economics and Marketing.....               | 76  |
| BWL450M Contemporary Challenges in Intercultural Management..... | 79  |
| BWL460M Diversity Management and Organisation Design.....        | 82  |
| <b>Specialization in Digital Business Management</b> .....       | 84  |
| BWL350B Fundamentals of Digital Markets and Products .....       | 85  |
| BWL360B Development of Digital Products and Services.....        | 87  |
| BWL450B Business Intelligence .....                              | 89  |
| BWL460B Digital Business Models .....                            | 91  |
| <b>Specialization in Financial Management</b> .....              | 93  |
| BWL350F Corporate Management and Transfer Pricing .....          | 94  |
| BWL360F Financial Controlling and Risk Management.....           | 96  |
| BWL450F Corporate Taxation and International Tax Law.....        | 98  |
| BWL 460F Corporate Treasury.....                                 | 100 |
| <b>Specialization in Sustainability Management</b> .....         | 102 |
| BWL350N Sustainability Economics .....                           | 103 |
| BWL360N Sustainable Value Creation.....                          | 105 |
| BWL450N Sustainability-oriented Marketing Management.....        | 107 |

|  |            |
|--|------------|
| BWLB460N Sustainable Financing and Integrated Corporate Management .....   | 110        |
| <b>Specialization in Innovation and Entrepreneurship.....</b>              | <b>113</b> |
| BWLB350X Project: Prototyping and Validation of Business Ideas .....       | 114        |
| BWLB360X Developing and Implementing.....                                  | 116        |
| BWLB450X Project: Developing Business Ideas .....                          | 118        |
| BWLB460X Entrepreneurship .....  | 120        |
| <b>Specialization in Consulting .....</b>                                  | <b>122</b> |
| BWLB350C Business Analysis and Consulting .....                            | 123        |
| BWLB360C Team and Intercultural Competence .....                           | 125        |
| BWLB450C Creativity and Innovation Methods.....                            | 128        |
| BWLB460C Strategy Development and Implementation .....                     | 130        |
| <b>Specialization in Supply Chain Management .....</b>                     | <b>132</b> |
| BWLB350S Intralogistics .....  | 133        |
| BWLB360S Planning and Control of Complex Logistics Networks .....          | 135        |
| BWLB450S Business Intelligence .....                                       | 137        |
| BWLB460S Operational Excellence .....                                      | 139        |
| <b>Specialization in International Marketing &amp; Sales .....</b>         | <b>141</b> |
| BWLB350L International Marketing .....                                     | 142        |
| BWLB360L Intercultural Business and Ethics in International Business ..... | 144        |
| BLWB450L International Sales Management.....                               | 147        |
| BWLB460L Creating Customer Value.....                                      | 149        |

# 1. Semester

**BWLB110** Business Mathematics I

**BWLB120** Computer Science

**BWLB130** Business Law

**BWLB140** Microeconomics

**BWLB150** Fundamentals of Business Administration  
and Taxation

**BWLB160** Product and Production

# BWLB110 Business Mathematics I

| Module name: <i>Business Mathematics I</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB110  |
| Module coordinator(s): Prof. Dr Reinhard Bauer, Prof. Dr Ivica Rogina   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 1 <sup>st</sup> curriculum semester  |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can correctly apply the syntax and semantics of mathematics by analysing mathematical problems and independently finding and presenting solutions. Students are able to correctly apply the mathematical rules for the topics covered from the areas of basic mathematics, logic, numbers, sequences, limits, functions and their representations and properties, differential calculus, multidimensional analysis and linear optimisation without electronic aids and solve parameterised problems by combining solution techniques from different sub-disciplines of calculus, identifying, evaluating and applying suitable tools in order to be able to apply similar ways of thinking and procedures to solve mathematical and non-mathematical problems in other disciplines later on. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:  |

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|---|
| <b>Course: Business Mathematics I</b>   |
| EDP designation: BWLB111  |
| Lecturer: Prof. Dr Reinhard Bauer, Prof. Dr Ivica Rogina  |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Fundamentals of mathematics</li> <li>• Logic</li> <li>• Sequences</li> <li>• Limit</li> <li>• Differential calculus</li> <li>• Multidimensional calculus</li> <li>• Optimisation of functions of multiple variables</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Linear optimisation</li> <li>• Mixed-integer linear optimisation</li> </ul> |
| Recommended literature:<br>Current lecture notes   |
| Notes:   |



## BWLB120 Computer Science

| Module name: <i>Computer Science</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB120   |
| Module coordinator(s): Prof. Dr.-Ing. Jens Nimis   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 1 <sup>st</sup> curriculum semester   |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can use standard algorithm schemes and data structures to solve programming tasks by applying formal methods and algorithmic deductive thinking. They understand the functioning of computers and their software and their theoretical and practical foundations to such an extent that they can independently analyse small and medium-sized problems and solve them by programming in one or more programming languages in order to later be able to communicate constructively with experts from various disciplines in the conceptual world of IT and its foundations and to acquire further knowledge and new skills independently with the help of specialist literature, among other things. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:   |

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| <b>Course: Computer Science</b>   |
| EDP designation: BWLB121  |
| Lecturer: Prof. Dr.-Ing. Jens Nimis   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture with exercises / compulsory course   |
| Teaching language: German or English at the choice of the lecturer  |
| Contents: <ul style="list-style-type: none"> <li>• Theoretical and practical basics for the creation and use of computers and software</li> <li>• Selected current and future application areas of IT solutions</li> <li>• Basics of programming using a higher programming language</li> <li>• Algorithms, data structures and their properties</li> <li>• System modelling</li> </ul> |
| Recommended literature (in the current edition):<br>Lecture notes.<br>Herold et al.: Grundlagen der Informatik, Pearson Higher Education, München.  |

Notes:

## BWLB130 Business Law

| Module name: <i>Business Law</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB130  |
| Module coordinator(s): Prof. Dr jur. Oliver Keßler  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 1 <sup>st</sup> curriculum semester  |
| Content requirements:<br>Basic understanding of the legal and economic order of the Federal Republic of Germany (liberal democratic basic order; social market economy)   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>The course provides an overview of the regulations of the German Civil Code (BGB) (especially the general part, law of obligations, general part; law of obligations, specific part) and the methods of law enforcement. By working on cases, participants will be able to categorise and solve simple situations from the field of civil and commercial law. One focus of the course is on the contracts of the German Civil Code (BGB) and the German Commercial Code (HGB) that are relevant to business life. Using practical examples, participants learn to recognise the opportunities and risks of these types of contracts and to implement appropriate arrangements; references to digitalisation are made and enable participants to recognise future opportunities and risks. In the area of product liability law (and beyond), they acquire the ability to secure product-specific risks under civil law and to fulfil public law requirements (e.g. in the area of data protection). Through the introductory presentation of company law, participants learn to make informed contributions to legal form decisions. Alternatively, an introduction to industrial property law is provided. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:  |

| Course: Business Law                        |
|---|
| EDP designation: BWLB131                    |
| Lecturer: Prof. Dr jur. Oliver Keßler       |
| Hours per week (SWS): 4 SWS                 |
| Availability: every semester                |
| Type and mode: Lecture / compulsory subject |
| Teaching language: German                   |
| Contents:<br>1. Introduction                |

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| <ol style="list-style-type: none"> <li>2. Introduction and overview of the BGB (general part, law of obligations general part/specific part)</li> <li>3. General contract types of the German Civil Code (BGB) and the German Commercial Code (HGB) (purchase, rental, service, work and agency contracts, as well as banking and payment service contracts; commercial purchase, commission and logistics contracts)</li> <li>4. Special types of contracts (in particular telecommunications, Internet and IT contracts)</li> <li>5. Basics of product liability law</li> <li>6. Fundamentals of company law (alternatively: fundamentals of industrial property law)</li> </ol> |
| <p>Recommended literature:</p> <p>Zu 1) Horster, Detlef, Rechtsphilosophie, 2014.</p> <p>Zu 2) Föhrich, Ernst, Wirtschaftsprivatrecht, 14. Auflage, 2022; Klunzinger, Eugen, Einführung in das Bürgerliche Recht, 17. Auflage, 2019.</p> <p>Zu 3 bis 5) Looschelders, Dirk, Schuldrecht Besonderer Teil, 18. Auflage, 2023.</p> <p>Zu 6) Grunewald, Gesellschaftsrecht, 11. Auflage, 2020; (alternativ) Götting, Horst-Peter, Gewerblicher Rechtsschutz, 11. Auflage, 2020.</p>  |
| <p>Notes:</p>  |

## BWLB140 Microeconomics

| Module name: <i>Microeconomics</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB140   |
| Module coordinator(s): Prof. Dr Benjamin R. Kern   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 1 <sup>st</sup> curriculum semester   |
| Content requirements:<br>Ability to think and formulate logically and abstractly, basic mathematical knowledge of differential calculus  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to analyse events on markets and describe the effects of economic policy measures and changes in framework conditions on market outcomes by <ul style="list-style-type: none"> <li>differentiating between the various microeconomic models of market activity and</li> <li>solving a microeconomic problem by selecting a relevant model,</li> </ul> in order to grasp and critically scrutinise the logic of economic decisions and to understand and assess the different perspectives of various actors and interest groups on (micro)economic problems. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:<br>The course lays the conceptual foundations for various advanced courses in economics (e.g. economic policy, markets and regulation or environmental economics) and business administration (e.g. in the field of marketing or strategic management (especially market-based view).   |

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| <b>Course: Microeconomics</b>  |
| EDP designation: BWLB141   |
| Lecturer: Prof. Dr Benjamin R. Kern, Prof. Dr Johannes Schmidt   |
| Hours per week (SWS): 4 SWS  |
| Availability: every semester   |
| Type and mode: Lecture / compulsory subject  |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>Basic concepts of economics, economic thinking and models</li> <li>Market mechanism: supply and demand</li> <li>The theory of consumer decisions</li> <li>Elasticities</li> <li>Supply, demand and economic policy measures</li> <li>Consumer and producer surplus</li> </ul> |

- Information and behavioural economics
- Externalities and market failure
- Public goods, common goods and merit goods
- The theory of the company: inputs and costs
- Perfect competition and the supply curve
- The market structure of the monopoly
- The market structure of the oligopoly
- Monopolistic competition

Recommended literature (in the current edition):

Mankiw, N.G. und M.P. Taylor: Grundzüge der Volkswirtschaftslehre, Verlag Schäffer-Poeschel.

Krugman, P. und R. Wells: Volkswirtschaftslehre, Verlag Schäffer-Poeschel

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# BWLB150 Fundamentals of Business Administration and Taxation

| Module name: <i>Fundamentals of Business Administration and Taxation</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB150  |
| Module coordinator(s): Prof. Dr Holger Perlwitz, Prof. Dr Katrin Haußmann   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 1 <sup>st</sup> curriculum semester  |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| <p>Competences:</p> <p>Students understand the essential basic concepts of business administration and can apply these to business management issues in the various functional areas of a company by</p> <ol style="list-style-type: none"> <li>Defining technical terms,</li> <li>assigning facts to individual areas of business administration and transfer them to exemplary situations,</li> <li>knowing and applying basic procedures in business administration (especially modelling),</li> </ol> <p>to be able to apply this knowledge correctly and confidently in further courses and in practice.</p> <p>Students become familiar with the main areas of business taxation and are able to categorise problems of tax law from a business perspective and independently solve cases in business practice. The focus here is on income tax. They are able to independently develop concrete solutions to problems from case studies and case studies in the field of income tax. In addition, they will be able to prepare an income tax return by carrying out all the necessary steps, determine the tax burden and check the tax assessment by the tax authorities.</p> |
| <p>Examination:</p> <p>Written exam (90 minutes) or oral exam (30 minutes)</p> <p>The exact form of examination will be announced at the beginning of the course.</p>   |
| <p>Usability</p> <p>In this module, the fundamental principles of the sub-areas of business administration and taxation are presented and related to each other. In the following semesters, building on this module, various specialist areas of business administration are further deepened in specific independent modules. For example, the module lays the foundations for the module "Corporate Taxation and International Tax Law" in the specialization in Financial Management.</p>   |

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| <b>Course: General Business Administration (ABWL)</b>  |
| EDP designation: BWLB151   |
| Lecturer: Prof. Dr Holger Perlwitz   |
| Hours per week (SWS): 2 SWS  |
| Availability: every semester   |
| Type and mode: Lecture / compulsory subject  |
| Teaching language: German or English   |
| Contents:<br>Introduction to the basics of business administration with possible specializations: <ul style="list-style-type: none"> <li>• Investment and financing,</li> <li>• Constitutive corporate decisions,</li> <li>• Corporate management and service provision</li> </ul>   |
| Recommended literature:<br>Balderjahn, I., Specht G. (2020): Einführung in die Betriebswirtschaftslehre, 8. Auflage, Schäffer-Poeschel Verlag 2020.<br>Opresnik, M., Rennhak, C. (2015): Allgemeine Betriebswirtschaftslehre, 2. Auflage, Springer Gabler Verlag Berlin.<br>Wöhe G., Kaiser H., Döring U. (2020): Einführung in die Allgemeine Betriebswirtschaftslehre, 27. Auflage, Verlag Franz Vahlen München.<br>Wöhe G., Kaiser H., Döring U. (2020): Übungsbuch zur Allgemeinen Betriebswirtschaftslehre, 16. Auflage, Verlag Franz Vahlen München. |
| Notes:   |

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| <b>Course: Fundamentals of Taxation</b>   |
| EDP designation: BWLB152  |
| Lecturer: Prof. Dr Katrin Haußmann  |
| Hours per week (SWS): 2 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Tax law principles,</li> <li>• Legal forms and taxation,</li> <li>• Income tax (tax liability and tax object, types of income, determination of taxable income, tax determination, assessment and collection),</li> <li>• Case studies and investment simulation.</li> </ul> |
| Recommended literature (in the current edition):<br>Freichel, C. et al.: Ertragsteuern, utb Verlag.<br>Bornhofen B.: Steuerlehre 2, Springer Verlag.<br>Dinkelbach A.: Ertragsteuern, Springer Verlag.<br>Kudert, S.: Steuerrecht leicht gemacht, Ewald von Kleist Verlag.  |
| Notes:  |



## BWLB160 Product and Production

| Module name: <i>Product and Production</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB160   |
| Module coordinator(s): Prof. Dr Christoph Roser  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 1 <sup>st</sup> curriculum semester   |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to differentiate between the various types of products using examples and describe the product development process. They can read and understand technical drawings in order to be able to participate in product-related company decisions. In addition, students know the rules of behaviour in a production facility with regard to safety, environmental protection, product protection and dealing with employees. They learn and understand industrial production processes in accordance with DIN 8580. This enables students to question processes for manufacturing products and to design production step sequences. Students will be able to relate aspects of product development and production holistically and assess them in relation to process and cost aspects. |
| Examination:<br>Written examination (90 minutes) or oral examination (30 minutes) or term paper (in the form of a project, duration 4 weeks). The exact form of examination will be announced at the beginning of the course.  |
| Usability:<br>The module lays the foundations for the modules Logistics, Planning and Control of Complex Logistics Networks / Digital Factory, Intralogistics / Material Flow Engineering / Material Flow Technology, Value Creation Chain, Operational Excellence, Sustainable Product Development,   |

| Course: Product Development and Design  |
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| EDP designation: BWLB161  |
| Lecturer: Prof. Dr Hendrik Rust   |
| Hours per week (SWS): 2 SWS   |
| Availability: Every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German   |
| Contents: <ul style="list-style-type: none"> <li>• Success factors and processes of product development,</li> <li>• Basics of design,</li> <li>• Technical drawings and their standards,</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Parts lists and tolerances.</li> </ul>  |
| <p>Recommended literature:</p> <p>Vahs, D. und Brem, A. (2015): Innovationsmanagement: von der Idee zur erfolgreichen Vermarktung. Schäffer-Poeschel Verlag.</p> <p>Ehrlenspiel, A., Lindemann, U., u.a. (2020): Kostengünstig Entwickeln und Konstruieren: Kostenmanagement bei der integrierten Produktentwicklung, Springer Verlag (E-Book).</p> <p>Labisch, S. und Wählich, G. (2020): Technisches Zeichnen: Selbstständig lernen und effektiv üben, Springer Vieweg Verlag.</p> <p>Rust, H. (2023): Erfolgsfaktoren der Produktentwicklung, Springer Verlag (E-Book).</p> |
| Notes:   |

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| <b>Course: Production</b>  |
| EDP designation: BWLB162   |
| Lecturer: Prof. Dr Christoph Roser   |
| Hours per week (SWS): 2 SWS  |
| Availability: Every semester   |
| Type and mode: Lecture / compulsory subject  |
| Teaching language: German  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Behavioral Skills in production with regard to safety, environmental protection, product safety and dealing with employees,</li> <li>• Casting, forming, cutting, joining, coating, changing material properties and other special topics in connection with production techniques.</li> </ul> |
| <p>Recommended literature:</p> <p>Roser, Christoph (2022): Fertigungstechnik für Führungskräfte. 3. überarbeitete Auflage“, 274 Seiten, AllAboutLean.com Publishing.</p>   |
| Notes:   |

## 2. Semester

**BWLB210** Business Mathematics II

**BWLB220** Intercultural Communication

**BWLB230** External Accounting

**BWLB240** Macroeconomics

**BWLB250** Logistics

**BWLB260** Marketing

## BWLB210 Business Mathematics II

| Module name: <i>Business Mathematics II</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB210  |
| Module coordinator(s): Prof. Dr Susanne Kruse   |
| Module scope (ECTS): 5 CP (45 hours (or 65 hours if participating in the exercises) of classroom teaching, 105 hours (or 85 hours if participating in the exercises) of self-study including preparation for the exam)  |
| Classification (semester): 2 <sup>nd</sup> semester   |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>After completing the module, students have subject-specific mathematical knowledge and are able to: <ul style="list-style-type: none"> <li>• recognise, systematise and independently solve mathematical problems in financial mathematics and linear algebra by knowing the elementary concepts and methods of financial mathematics and linear algebra and being able to argue with them,</li> <li>• know and understand the application relevance of the methods and procedures presented,</li> <li>• argue logically and stringently in the structured way of thinking and working that is important for the course of study and this academic training,</li> <li>• use the mathematical tools they have learned to analyse, model and solve economic problems in the further course of their studies and in their professional practice and to justify their use.</li> </ul> |
| Examination:<br>Written exam (90 minutes)   |
| Usability:<br>The module serves to develop basic mathematical skills in business and economics degree programmes. It establishes cross-references to the application of mathematical methods in business administration and professional practice.<br>The knowledge acquired in this module is applied during studies and in professional practice wherever situations are analysed and modelled in order to serve as a basis for decision-making.  |

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| <b>Course: Business Mathematics II</b>                                  |
| EDP designation: BWLB211  |
| Lecturer: Prof. Dr Susanne Kruse  |
| Hours per week (SWS): 6 SWS (4 SWS lecture + 2 SWS voluntary exercises) |
| Availability: every semester  |
| Type and mode: Lecture and exercise / compulsory subject                |
| Teaching language: German   |

Contents:

- Linear algebra (solution methods for linear systems of equations and matrix equations, calculating with matrices, properties of matrices)
- Business applications of matrix calculation in operations research (graphical solution of a linear optimisation problem, simplex method)
- Fundamentals of financial mathematics (interest, compound interest, annuity and amortisation calculation, investment calculation)

Recommended literature (in the current edition):

Arens, T., Hettlich, F., Karpfinger, C., Kockelkorn, U., Lichtenegger, K., Stache, H.:  
Mathematik, Springer Verlag.

Tietze, J.: Einführung in die Finanzmathematik, Springer Verlag.

Tietze, J.: Einführung in die angewandte Wirtschaftsmathematik, Springer Verlag.

Notes:

# BWLB220 Intercultural Communication

| <i>Intercultural Communication</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB220   |
| Module coordinator(s): Prof. Dr Andrea Cnyrim  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 2 <sup>nd</sup> semester of the curriculum  |
| Content requirements:<br>English language skills at least at B2 level of the CEFR  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to interpret their own and other people's language and behaviour patterns in the context of cultures in order to deal with culture-related differences in international (business) communication in an interculturally competent manner, whether in everyday situations, during their studies or internships abroad or in their later professional life. To this end, they describe and analyse the influence of culture on (business) communication in its interactions and perceive intercultural situations from different perspectives. They apply common methods of cultural assessment and cultural description to case studies and selected models from other disciplines that are suitable for explaining communication, cooperation, team dynamics, negotiation, conflict, etc. in international contexts without resorting to stereotypes. They recognise typical patterns of intercultural encounters and can develop culturally sensitive solutions for their own actions or mediate between parties with different cultural backgrounds.<br>In this way, students develop a heightened awareness of their own and others' cultural preferences as a prerequisite for dealing with cultural difference in an increasingly heterogeneous and diverse world in a way that is satisfactory for all sides, so that they can later demonstrate and justify responsible and culturally sensitive (professional) behaviour in complex situations. |
| Examination:<br>Coursework (in the form of a portfolio, duration 10 weeks, or in the form of a project, duration 6 weeks) or written examination (90 minutes). The exact form of examination will be announced at the beginning of the course.   |
| Usability:   |

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| <b>Course: Intercultural Communication</b>  |
| EDP designation: BWLB221                    |
| Lecturer: Prof. Dr Andrea Cnyrim            |
| Hours per week (SWS): 4 SWS                 |
| Availability: every semester                |
| Type and mode: Lecture / compulsory subject |

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| Teaching language: English or German   |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Multilingualism</li> <li>• Globalisation &amp; 'glocalisation' (incl. convergence-divergence hypothesis), deglobalisation</li> <li>• Cultural approaches: Cultural dimensions and value studies (cultural comparisons: E. Hall; G. Hofstede; F. Trompenaars; R. Lewis; R. Gesteland; GLOBE; E. Meyer etc.) Cultural standards (according to A. Thomas) Interpretative, postmodern and critical approaches (incl. multiculturalism, transculturalism, superdiversity etc. according to F. Casmir; J. Bolten, W. Welsch; S. Vertovec etc.)</li> <li>• Non-verbal communication; perception and stereotypes (attribution process, etc.)</li> <li>• Communicative styles (J. Galtung; R. Münch; P. Witchalls; R. Nisbett)</li> <li>• Intercultural conflict management (Thomas-Kilmann; M. Hammer; S. Ting-Toomey)</li> <li>• Working in diverse, distributed and virtual teams (P. Köppel; J. Bolten; Di Stefano)</li> <li>• Leadership in heterogeneous, diverse contexts (GLOBE Project; S. Stumpf)</li> <li>• Cultural adaptation and culture shock (K. Berardo)</li> <li>• Intercultural competence development (M. Bennett; A. Thomas; S. Rathje; L. Van Dyne, S. Ang &amp; C. Koh)</li> </ul> |
| <p>Recommended literature:</p> <p>Textbook or script and accompanying materials as required by the lecturer.</p> <p>Baker, Will &amp; Ishikawa, Tomokazu. 2021. <i>Transcultural Communication Through Global Englishes</i>. New York: Routledge.</p> <p>Barmeyer, Christoph; Bausch, Madeleine &amp; Mayrhofer, Ulrike. 2021. <i>Constructive Intercultural Management: Integrating Cultural Differences Successfully</i>. Edward Elgar Publishing.</p> <p>Liu, Shuang; Volcic, Zala &amp; Gallois, Cindy: <i>Introducing Intercultural Communication</i>. Global Cultures and Contexts. Los Angeles: Sage (in the current edition).</p> <p>Ting-Toomey, Stella. <i>Understanding Intercultural Communication</i>. New York: Oxford University Press (in the current edition).</p>  |
| <p>Notes:</p> <p>Examination components can be integrated in cooperation with HKA partner universities. Self-study can also include small group work.</p>  |

## BWLB230 External Accounting

| Module name: <i>External Accounting</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB230   |
| Module coordinator(s): Prof. Dr Jörg Wöltje, Prof. Dr Katrin Haußmann, Prof. Dr Hendrik Kunz   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 2 <sup>nd</sup> semester of the curriculum  |
| Content requirements:<br>Knowledge of general business administration (comparable to the course ABWL)  |
| Requirements according to SPO:<br>None   |
| Competences:<br>Using examples, students will be able to prepare annual financial statements (balance sheet and profit and loss account [P&L]) using their knowledge of double-entry bookkeeping. This means that they can post to the inventory and profit and loss accounts, create posting records relevant to VAT and posting records for special cases such as bonuses, discounts and rebates and close the inventory costs via the closing balance sheet account and the profit and loss accounts via the profit and loss account.<br><br>Students will be able to calculate acquisition and production costs and apply various methods of subsequent measurement and characterise the transististical and accrued income and expense items for the recognition of expenses and income in the income statement in the correct period. They will also be able to calculate depreciation, amortisation and value adjustments as part of the annual financial statements.<br><br>Students are able to competently discuss the financial, earnings and asset situation of a company with relevant groups of people, such as a tax consultant, on the basis of annual financial statements. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:<br>The module lays the technical foundations for further business administration courses on the Bachelor's degree programme (in particular internal accounting, financing and investment, controlling as well as accounting and annual financial statements in accordance with International Financial Reporting Standards [IFRS]).   |

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| <b>Course: External Accounting</b>  |
| EDP designation: BWLB231  |
| Lecturer: Prof. Dr Jörg Wöltje, Prof. Dr Katrin Haußmann, Prof. Dr Hendrik Kunz |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject                                     |



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| Teaching language: German  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Introduction to business accounting,</li> <li>• Inventory and stocktaking,</li> <li>• Double-entry bookkeeping using accounts and sub-accounts,</li> <li>• Organisation of accounting,</li> <li>• Trade in goods, VAT, private transactions, depreciation, amortisation and impairment, personnel expenses,</li> <li>• Structure and organisation of the annual financial statements,</li> <li>• Accounting and valuation of fixed and current assets,</li> <li>• Deferral of expenses and income,</li> <li>• Equity, liabilities, provisions,</li> <li>• Profit and loss account,</li> <li>• Selected key figures of the balance sheet analysis.</li> </ul> |
| <p>Recommended literature:</p> <p>Schmolke, S. und Deitermann, M.: Industrielles Rechnungswesen, 52. Aufl. 2023, Westermann Verlag.</p> <p>Coenenberg, A. G.; Haller, A.; Mattner, G.; Schultze, W.: Einführung in das Rechnungswesen, 7. Aufl., 2019, Schäffer-Poeschel Verlag.</p> <p>Wöltje, J.: Buchführung Schritt für Schritt, 5. Aufl., 2021, utb Verlag.</p> <p>Wöltje, J.: Jahresabschluss Schritt für Schritt, 5. Aufl., 2022, utb Verlag.</p> <p>Wöltje, J.: Fit für die Prüfung: Finanzbuchführung, 2014, utb Verlag.</p> <p>Wöltje, J.: Schnelleinstieg Rechnungswesen, 2. Aufl., 2017, utb Verlag.</p>   |
| Notes:   |

## BWLB240 Macroeconomics

| Module name: <i>Macroeconomics</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB240   |
| Module coordinator(s): Prof. Dr Johannes Schmidt (Deputy: Prof. Dr Hagen Krämer)   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 2 <sup>nd</sup> semester of the curriculum  |
| Content requirements:<br>Ability to think and formulate logically and abstractly, basic mathematical knowledge of differential calculus  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can systematically present and analyse macroeconomic processes and interrelationships as well as topics such as the business cycle and growth, unemployment and inflation and are able to differentiate between microeconomic and macroeconomic perspectives by:<br>- using the instruments of the national accounts to calculate macroeconomic variables (GDP etc.),<br>- analysing the essential macroeconomic relationships with the help of a macroeconomic model,<br>in order to be able to assess and evaluate the effects of macroeconomic events on the business environment and to critically evaluate economic policy measures. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:   |

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| <b>Course: Macroeconomics</b>   |
| EDP designation: BWLB241  |
| Lecturer: Prof. Dr Johannes Schmidt   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Key economic indicators: Gross domestic product and national income, price indices, employment and unemployment</li> <li>• The goods market: components of the demand for goods, saving and investment, production and income in equilibrium</li> <li>• Money and financial markets: the demand for money, determining the interest rate, money and inflation, the euro and the European Central Bank</li> </ul> |

- The macroeconomic equilibrium: interplay of goods and money markets, possibilities and limitations of monetary and fiscal policy
- Employment in the overall economy: determinants of unemployment and employment, wage and price setting, inflation versus unemployment
- Growth and business cycle: economic fluctuations, technological progress and productivity growth, economic growth
- Current economic policy problems

Recommended literature:

Blanchard, O., Illing, G. (2022): Makroökonomie (8. Aufl.). München: Pearson.

Dullien, S. et al. (2018): Macroeconomics in Context: A European Perspective. London: Routledge.

Notes:

## BWLB250 Logistics

| <i>Logistics</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB250  |
| Module coordinator(s): Prof. Dr Birgit Ester, Prof. Dr Claas Christian Wuttke   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 2 <sup>nd</sup> semester of the curriculum   |
| Content requirements:<br>Knowledge of general business administration   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students know the terminology of logistics and understand the basics of internal logistical elements, functions and processes. They are able to describe, evaluate and organise logistics functions and processes in procurement, production and distribution in a targeted manner. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes). The exact form of examination will be announced at the beginning of the course.  |
| Usability:<br>The module is also a compulsory subject in the Business Administration and Engineering degree programme.  |

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| <b>Course: Logistics</b>  |
| EDP designation: BWLB251  |
| Lecturer: Prof. Dr Birgit Ester and Prof. Dr Claas Christian Wuttke   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Introduction: Tasks and objectives of logistics</li> <li>• Basic logistics functions: warehousing, warehouse, inventory management, order processing, order picking, packaging, transport</li> <li>• Procurement logistics (stock procurement, synchronised production procurement)</li> <li>• Production logistics (layout planning, production planning, material flow control)</li> <li>• Distribution logistics (distribution systems/delivery service)</li> <li>• Further topics: Disposal logistics, risk management, logistics controlling</li> </ul> |
| Recommended literature:<br>Arndt, H. (2021) : Supply Chain Management: Optimierung log. Prozesse. Springer Gabler.<br>Arnolds, H./Heege, F./Tussing, W. (2022): Materialwirtschaft und Einkauf. 14. Aufl. Springer.   |

Corsten, H./Gössinger, R./Spengler, Th. S. (Hrsg.) (2018): Handbuch Produktions- und Logistikmanagement in Wertschöpfungsnetzwerken. De Gruyter 2018.

Ehrmann, H. (2017): Logistik. NWB.

Erlach, K. (2020): Wertstromdesign: Der Weg zur schlanken Fabrik. Springer.

Furmans, K. / Kilger, Chr. (Hrsg) (2018): Gestaltung der Struktur von Logistiksystemen. Springer Vieweg.

Gudehus, T. (2012): Logistik. Grundlagen, Strategien, Anwendungen. Springer.

Gudehus, T. (2013): Logistik 2. Netzwerke, Systeme und Lieferketten. Springer.

Pfohl, H.-Chr. (2021): Logistikmanagement. 4. Aufl., Springer Vieweg.

Pfohl, H.-Chr. (2018): Logistiksysteme – Betriebswirtschaftliche Grundlagen. Springer Vieweg.

Schulte, Chr. (2017): Logistik. Wege zur Optimierung der Supply Chain. 7. Aufl., Vahlen.

Tempelmeier, H. (Hrsg.) (2018): Begriff der Logistik, logistische Systeme und Prozesse. Springer Gabler 2018.

Ten Hompel, M. et.al. (2018): Materialflusssysteme: Förder- und Lagertechnik. Springer Vieweg.

Vahrenkamp, R./Kotzab, H. (2017): Logistikwissen kompakt. 8., vollst. überarb. Aufl., De Gruyter 2017.

Weber, R. (2017): Kanban-Einführung: das effiziente, kundenorientierte Logistik- und Steuerungskonzept für Produktionsbetriebe. 9. Aufl., Expert.

Notes:

## BWLB260 Marketing

| Module name: <i>Marketing</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB260   |
| Module coordinator(s): Prof. Dr Christian Seiter   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 2 <sup>nd</sup> semester of the curriculum  |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can make information-based marketing decisions by using methods of situation analysis (macro and micro environment, in particular customer and purchasing behaviour) and market research, use approaches and models to develop a marketing strategy and implement this strategy with adequate marketing instruments using case studies in order to take market and customer-oriented decisions into account in their professional activities and to participate in or shape them. |
| Examination:<br>Term paper (in the form of a portfolio, duration 10 weeks) or written examination (90 minutes) or term paper (in the form of a project, duration 4 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:<br>The content of this module is congruent with the module WINB260 with the same name in the bachelor's degree programme in Business Administration and Engineering.  |

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| <b>Course: Marketing</b>  |
| EDP designation: BWLB261  |
| Lecturer: Prof. Dr Christian Seiter (Substitutes: Prof. Dr Christian Braun, Prof. Dr Anna Heszler)  |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Basic concepts</li> <li>• Situation analysis, market research and buyer behaviour</li> <li>• Strategic marketing</li> <li>• Product and programme policy</li> <li>• Distribution policy</li> <li>• Pricing policy</li> <li>• Communication policy</li> </ul> |

Recommended literature:

Meffert, H./ Burmann, C./ Kirchgeorg, M./ Eisenbeiß, M. (2019): Marketing, 13. Aufl., Wiesbaden.

Kotler, P./ Armstrong, G./ Harris, L.C./ He, H. (2022): Grundlagen des Marketing, 8. Aufl., Hallbergmoos.

Homburg, C. (2016): Marketingmanagement - Strategie - Instrumente - Umsetzung – Unternehmensführung, 6. überarb. u. erw. Aufl., Wiesbaden.

Kotler, P./ Keller, K.L./ Opresnik, M.O. (2017): Marketing-Management – Konzepte – Instrumente - Unternehmensfallstudien, 15. Aufl., München.

Notes:

## **3. Semester**

**BWLB310** Statistics

**BWLB320** Market research

**BWLB330** Cost and Performance Accounting

**BWLB340** International Business

**Specialization modules I and II**

(modules of the specializations from page 68)



## BWLB310 Statistics

| Module name: <i>Statistics</i>  |
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| <b>Module overview</b>  |
| EDP designation: BWLB310  |
| Module coordinator(s): Prof. Dr Susanne Kruse, Prof. Dr Reinhard Bauer  |
| Module scope (ECTS): 5 CP (45 hours (or 65 hours if participating in the exercises) of classroom teaching, 105 hours (or 85 hours if participating in the exercises) of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> curriculum semester  |
| Content requirements:<br>Knowledge of business mathematics comparable to the Business Mathematics I module  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>After completing the module, students have subject-specific statistical knowledge and are able to recognise and systematise statistical problems and solve them independently on the basis of the methods and principles of statistics they have learned by <ul style="list-style-type: none"> <li>• calculating and interpreting the most important key figures of one- and two-dimensional measurement series and characterise the distribution of one-dimensional measurement series using graphical methods,</li> <li>• mastering thinking in and calculating with probabilities,</li> <li>• arguing confidently with random variables and their probability distributions, calculate with them and interpret them,</li> <li>• knowing the most important discrete and continuous distributions and assign them to characteristic situations,</li> <li>• calculating probabilities approximately in suitable situations using the central limit theorem,</li> <li>• Calculating estimation ranges for parameters and test hypotheses taking into account possible wrong decisions,</li> </ul> In order to be able to analyse, model and solve economic problems using statistical methods in the further course of studies and in professional practice and to evaluate their use in a practical context. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:<br>The module serves to develop basic mathematical skills in economics degree programmes. It establishes cross-references to the application of statistical methods in business administration and professional practice.<br>The knowledge from this module is used throughout the course and in professional practice when data is processed, analysed and used as a basis for decision-making.   |
| <b>Course: Statistics</b>   |
| EDP designation: BWLB311  |

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|---|
| Lecturer: Prof. Dr Susanne Kruse, Prof. Dr Reinhard Bauer   |
| Hours per week (SWS): 6 SWS (4 SWS lecture + 2 SWS voluntary exercises)   |
| Availability: every semester  |
| Type and mode: Lecture and exercise / compulsory subject  |
| Teaching language: German   |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Descriptive statistics (preparation and summarisation of data, determination of meaningful statistical key figures, histograms, box plots, empirical distribution function, correlation and linear regression),</li> <li>• Probability theory (combinatorics, random processes and their formal description, random variables and their distributions, determination of probability distributions, special discrete and continuous distributions and their key figures, limit theorems)</li> <li>• Inductive statistics (inference from the sample to the population, estimated values, confidence intervals and hypothesis tests)</li> </ul> |
| <p>Recommended literature (in the current edition):</p> <p>Bamberg, G.; Bauer, F.; Krapp, M.: Statistik-Arbeitsbuch: Übungsaufgaben - Fallstudien - Lösungen, Oldenbourg.</p> <p>Henze, N.: Stochastik für Einsteiger, Springer.</p> <p>Puhani, J.: Statistik – Einführung mit praktischen Beispielen, Springer.</p> <p>Wewel, M.: Statistik im Bachelor-Studium der BWL und VWL, Oldenbourg.</p>   |
| Notes:  |

## BWLB320 Market Research

| Module name: <i>Market Research</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB320  |
| Module coordinator(s): Prof. Dr Marion Murzin   |
| Module scope (ECTS): 5 CP (45 hours attendance and 105 hours self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration, economics, statistics, marketing   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>On successful completion of the semester, students will be familiar with the various methods of quantitative and qualitative market research. They will know how to apply these in practice in order to obtain relevant information that is necessary for business decisions. They also learn about the possibilities of secondary market research, how to assess its quality and relevance and how it can be used in practice. |
| Examination:<br>Written exam (90 minutes) and term paper (duration 4 weeks) with presentation (10 minutes) as a preliminary examination. The study project is completed as group work.  |
| Usability:  |

| Course: <b>Market Research</b>   |
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| EDP designation: BWLB321   |
| Lecturer: Prof. Dr Marion Murzin   |
| Scope: 4 SWS   |
| Availability: every semester   |
| Type and mode: Lecture / compulsory subject  |
| Teaching language: German  |
| Contents:<br>Characterisation of market research, customer behaviour, market segmentation and target group analysis, pricing, quantitative and qualitative analysis methods, sources of data and information acquisition; methods of data collection, process of data collection, organisation of market research  |
| <i>Recommended literature (in the current edition):</i><br>Berekoven, L., Eckert, W., Ellenrieder, P.: Marktforschung: Methodische Grundlagen und praktische Anwendung. Springer.<br>Hüttner, M.: Grundzüge der Marktforschung, Oldenbourg.<br>Kamenz, U.: Marktforschung: Einführung mit Fallbeispielen, Aufgaben und Lösungen, Schaeffer-Pöschel.<br>Koch, Jörg, Gebhardt, Peter, Riedmüller, Florian: Marktforschung: Grundlagen und praktische Anwendungen; De Gruyter Oldenbourg. |

Kuß, Alfred, Wildner, Raimund, Kreis, Henning: Marktforschung: Grundlagen der Datenerhebung und Datenanalyse, Springer Gabler.  
Nolden, Markus: Online- Marktforschung; Diplom.de.  
Pepels, Werner (Hrsg.): Moderne Marktforschung; Duncker & Humblot.  
Schnell, Rainer, Hill, Paul B., Esser, Elke: Methoden der empirischen Sozialforschung, Oldenbourg.

Notes:

## BWLB330 Cost and Performance Accounting

| Module name: <i>Cost and Performance Accounting</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB330   |
| Module coordinator(s): Prof. Dr Stefan Bleiweis, Prof. Dr Hendrik Kunz   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> curriculum semester   |
| Content requirements:<br>Knowledge of general business administration and external accounting  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to develop an efficient cost accounting system, taking company-specific features into account, by applying business management principles and cost theory approaches to case studies. They will be able to: <ul style="list-style-type: none"> <li>• carry out the structure of cost accounting as a sequence of cost recording (cost type accounting), cost allocation of overheads to processes (cost center accounting) and to the products/services (cost unit accounting),</li> <li>• carry out a contribution margin calculation and interpret the individual contribution margin levels as well as calculate and explain the break-even quantity,</li> <li>• present and discuss the fundamental differences as well as the advantages and disadvantages of full and marginal costing</li> </ul> Students will later be able to provide management with cost-relevant information for business decisions, prepare calculations of bids, eliminate products with negative contribution margins and expand products with positive contribution margins. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:<br>The module serves as a basis for further courses in the Bachelor's degree programme (in particular financing and investment, controlling as well as accounting and financial statements in accordance with HGB and IFRS).  |

| Course: Cost and performance accounting   |
|---|
| EDP designation: BWLB331  |
| Lecturer: Prof. Dr Stefan Bleiweis, Prof. Dr Hendrik Kunz   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents:<br>Selected topics from the following areas: <ul style="list-style-type: none"> <li>• Position of cost accounting within financial accounting,</li> </ul> |

- Basic concepts of cost accounting, cost functions, cost accounting systems,
- Cost type accounting, cost centre accounting, cost unit accounting,
- Short-term income statement,
- Full and marginal cost accounting systems,
- Break-even-analysis and multi-level contribution margin accounting,
- Advanced cost accounting systems.

Recommended literature:

Coenenberg, A., Fischer, T., Günther T.: Kostenrechnung und Kostenanalyse, 9. Aufl., Stuttgart 2016.

Fischbach, S.: Grundlagen der Kostenrechnung, 8. Aufl. 2022, Vahlen.

Friedl, B. et al.: Kostenrechnung Eine entscheidungsorientierte Einführung, 4. Aufl., 2022, Vahlen

Schmidt, A.: Kostenrechnung, 9. Aufl., Stuttgart, 2022, Kohlhammer.

Wöltje, J.: Kosten- und Leistungsrechnung, 3. Aufl., 2022, Haufe.

Wöltje, J.: Schnelleinstieg Rechnungswesen, 2. Aufl., 2017, Haufe.

Notes:

## BWLB340 International Business

| Module name: <i>International Business</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB340  |
| Module coordinator(s): Prof. Dr Markus Schwarz  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration, macro and microeconomics.  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students will be able to assess the macroeconomic context of cross-border interaction between companies and customers by understanding international trade relations and the regulations of the World Trade Organization and the European Union and deriving the relevant framework conditions for microeconomic internationalisation. They know and understand the main archetypes of organisational forms of microeconomic internationalisation and can analyse these with the help of an independently developed opportunity/risk profile in order to later design an appropriate internationalisation strategy for a company or a business area. Students are familiar with the main instruments of foreign payment transactions, financing and risk management and are able to compare, evaluate and assess them in terms of their suitability for a specific application situation in order to be able to make decisions at an operational level in a management role later on. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:<br>The module can also serve as an elective subject in the Business Administration and Engineering bachelor's degree programme.  |

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| <b>Course: International Business</b>   |
| EDP designation: BWLB341  |
| Lecturer: Prof. Dr Markus Schwarz, Prof. Dr Christian Seiter  |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents:<br>Macroeconomic contexts of international business, key manifestations and current developments in international business, globalisation - and its drivers & brakes, international order of international business / foreign trade policy, EU and internal market, individual economic internationalisation, market attractiveness and market risks, identification and selection of target markets, market entry strategies, organisational forms |

and business systems of international business activities, basic forms of international business, alternative and special organisational forms and trading intermediaries, strategy and structure of international business activities, operational processing: foreign payment transactions / documents and delivery terms, foreign trade financing, hedging risks in international business

Recommended literature:

Hill, C. W., Hult, T. M. (2019). *International Business: Competing in the Global Marketplace*. New York: McGraw-Hill Verlag. 12. Auflage (International Student Edition).

Kehr, H., Jahrman, F.- U. (2015). *Außenhandel*. Herne: Kiehl Verlag. 14. Auflage.

Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. (2019). *International Business: Environments and Operations*. Harlow: Pearson Verlag, 16. Auflage.

Büter, C. (2017). *Außenhandel*. Berlin: Springer Verlag. 4. Auflage.

Notes:



## **4. Semester**

**BWLB410** Enterprise Resource Planning

**BWLB420** Financing and Investment

**BWLB430** Value Creation Excellence

**BWLB440** Controlling

**Specialization modules III and IV**

(modules of the specializations from page 68)

## BLWB410 Enterprise Resource Planning

| Module name: <i>Enterprise Resource Planning</i>   |
|--|
| <b>Module overview</b>   |
| EDP designation: BWLB410   |
| Module leader(s): Prof. Dr Bernd Scheuermann (Deputy: Prof. Dr Carsten Hahn)   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>For this module, the following courses "General Business Administration", "External Accounting", "Computer Science", "Logistics", "Cost and Performance Accounting", "Product and Production" or courses with comparable content should have been successfully attended.  |
| Requirements according to SPO:<br>None   |
| Competences:<br>Students will be able to use enterprise resource planning systems (ERP systems) for the (partially) automated execution of cross-departmental business processes by examining the architectures and functionalities of ERP systems, calculating with their methods of quantity-oriented planning and value-oriented billing, implementing application scenarios in a graphical process notation and independently executing integrated business processes on an ERP system provided in order to later evaluate the technical and economic potential of ERP systems, automate business processes of companies through IT-based integration in a meaningful way and thus improve the achievement of corporate goals. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:<br>The contents of this module can also be used in the modules "Business Intelligence" and "International Sales Management".  |

| Course: Enterprise Resource Planning  |
|---|
| EDP designation: BWLB411  |
| Lecturer: Prof. Dr Bernd Scheuermann (Deputy: Prof. Dr Carsten Hahn)  |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture with exercise / compulsory subject   |
| Teaching language: German or English  |
| Contents:<br>Basics of operational software integration. Market overview and history of enterprise software products and providers. Introduction to Enterprise Resource Planning (ERP) and related enterprise systems in on-premise and on-demand scenarios. Introduction to SAP (company and products). Enterprise Resource Planning (ERP): basics and system architecture. Introduction to an educational model company. Navigation in the ERP software (e.g. SAP |

S/4HANA). Representation of organizational structures and business processes in ERP. Case studies/exercises: Planning and control of operational processes from a selection of different business application areas supported by ERP such as, for example, Accounting (e.g. financial accounting or controlling), logistics (e.g. purchasing, procurement, inventory management, production planning and control, or sales) or human resources (e.g. personnel management or payroll)

Recommended literature:

C. Drumm, B. Scheuermann, and S. Weidner. Introduction to SAP S/4HANA. The official companion book based on model company Global Bike—for learning, teaching, and training. Espresso Tutorials, 2024.

More literature will be announced at the beginning of the lecture.

Notes:

## BWLB420 Financing and Investment

| Module name: <i>Financing and Investment</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB420   |
| Module coordinator(s): Prof. Dr Hendrik Kunz, Prof. Dr Jörg Wöltje   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of accounting and mathematics   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to analyse, evaluate and apply different investment calculation methods and financing options in the context of corporate financing by applying static and dynamic investment calculation methods using numerous case studies, determining the cash flows of an investment object, calculating a discount rate, a present value and a net present value using given data, comparing the various forms of corporate financing (including credit substitutes such as leasing and factoring) and the main characteristics of equity and debt financing. This enables students to make promising investment decisions in the company and to find and select cost-effective financing alternatives. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:   |

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| <b>Course: Financing and Investment</b>   |
| EDP designation: BWLB421  |
| Lecturer: Prof. Dr Hendrik Kunz   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents:<br>Selected topics from the following areas: <ul style="list-style-type: none"> <li>• Connection between financing and investment,</li> <li>• Fundamentals of financial mathematics,</li> <li>• Static investment calculations (cost comparison calculation, profit comparison calculation, profitability calculation, static amortisation calculation),</li> <li>• Dynamic investment calculations (net present value method, internal rate of return method, annuity method, dynamic amortisation calculation, final asset value method), optimum useful life, optimum replacement time, utility value analysis,</li> </ul> |

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| <p>investment controlling,</p> <ul style="list-style-type: none"> <li>• Investment calculation under uncertainty,</li> <li>• Company valuation</li> <li>• Systematic approach to financing,</li> <li>• Instruments of external financing,</li> <li>• Internal financing instruments,</li> <li>• Financial planning,</li> <li>• Financial controlling,</li> <li>• Special forms of financing (leasing, factoring, asset-backed securities, forfaiting, derivatives, hedging instruments).</li> </ul>   |
| <p>Recommended literature:</p> <p>Bieg, H.; Kußmaul, H.; Waschbusch, G.: Finanzierung, 3. Auflage, München, 2016.</p> <p>Bieg, H.; Kußmaul, H.; Waschbusch, G.: Investition, 3. Auflage, München, 2016.</p> <p>Hölscher R., Helms N.: Investition, Finanzierung und Steuern, 2. Auflage, München, 2017.</p> <p>Perridon, L.; Steiner, M.; Rathgeber, A.: Finanzwirtschaft der Unternehmung, 17. Auflage, München, 2017.</p> <p>Wöltje, J.: Investition und Finanzierung, 3. Auflage, Freiburg, 2022.</p> <p>Wöltje, J.: Fit für die Prüfung: Investition, Konstanz, 2014.</p> <p>Wöltje, J.: Fit für die Prüfung: Finanzierung, Konstanz, 2014.</p> |
| <p>Notes:</p>   |

## BWLB430 Value Creation Excellence

| Module name: <i>Value Creation Excellence</i>   |
|---|
| EDP designation: BWLB430  |
| Module coordinator(s): Prof. Dr Birgit Ester, Prof. André Wölflé  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of logistics, general business administration, external accounting   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can record, separate, differentiate and depict value creation processes (flows of goods, information and finance) using methods, procedures, modelling and the inclusion of existing assessment indicators in order to design them effectively and efficiently in industry, trade and services and to increase or optimise their performance as key competitive factors. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:  |

| Course: Value creation excellence   |
|---|
| EDP designation: BWLB431  |
| Lecturer: Prof. Dr Birgit Ester   |
| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| Contents:<br>Value-added processes: Procurement, service production, sales, supplementary services and after-sales (incl. spare parts management); planning, design, control and optimisation of value creation processes (processes, methods, key figures, information supply, financial level); consideration of various industries and use cases. Depending on the degree programme, the focus of content is differentiated. |
| Recommended literature:<br>Will be announced at the beginning of the lecture.   |
| Notes:  |

| Course: Value creation excellence |
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| EDP designation: BWLB432          |
| Lecturer: Prof. André Wölflé      |

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| Hours per week (SWS): 4 SWS   |
| Availability: every semester  |
| Type and mode: Lecture / compulsory subject   |
| Teaching language: German or English  |
| <p>Contents:</p> <p>Value-added processes: Procurement, service provision, sales, supplementary services and after-sales (incl. spare parts management); planning, design, control and optimisation of value creation processes (processes, methods, key figures, information supply, financial level); consideration of various industries and use cases. Depending on the degree programme, the focus of content is differentiated.</p> |
| <p>Recommended literature:</p> <p>Will be announced at the beginning of the lecture.</p>  |
| Notes:  |

## BWLB440 Controlling

| Module name: <i>Controlling</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB440  |
| Module coordinator(s): Prof André Wölflé  |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study including exam preparation)  |
| Classification (semester): 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration, internal and external accounting, marketing, logistics   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students are familiar with various controlling concepts and can explain and evaluate them. They will be able to identify and describe problems of strategic and operational management - taking into account company-specific characteristics - by applying them to existing models in order to analyse them and develop (model-based) well-founded solutions for corporate management. Students can describe, explain and apply the interplay between operational and strategic corporate management using selected controlling instruments - taking into account their possibilities and limitations - in order to design and analyse plans and support their implementation. |
| Examination:<br>Written exam (90 minutes) or term paper (3 weeks). The exact form of examination will be announced at the beginning of the course.  |
| Usability:  |

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| <b>Course: Controlling</b>   |
| EDP designation: BWLB441   |
| Lecturer: Prof. André Wölflé   |
| Hours per week (SWS): 4 SWS  |
| Availability: every semester   |
| Type and mode: Lecture / compulsory subject  |
| Teaching language: German or English   |
| Contents:<br>Corporate management, controlling concepts, information supply, incentive and key figure systems, selected strategic (e.g. environment analysis, company analyses, integrating approaches, strategic cost management) and operational controlling instruments (e.g. standard costing and variance analysis, contribution margin accounting, budgeting), basic features of value-oriented corporate management, basic features of risk management. |
| Recommended literature:<br>Baum, H.-G. et al.: Strategisches Controlling, 5. A., Stuttgart 2013.   |



Bea, F.X., Haas, J.: Strategisches Management, 9. Auflage, Stuttgart 2017.  
Buchholz, L.; Strategisches Controlling, 3. Auflage, Wiesbaden 2019.  
Coenenberg, A. G.; Salfeld, R.: Wertorientierte Unternehmensführung, 3. Auflage, Stuttgart 2015.

- Ewert, R.; Wagenhofer, A.: Interne Unternehmensrechnung, 8. Auflage, Berlin u. a. 2014.
- Horváth, P.: Controlling, 14. Auflage, München 2019.
- Küpper, H. U. et al.: Controlling, 6. Auflage, Stuttgart 2013.

Weber, J.; Schäffer, U.: Einführung in das Controlling, 17. Auflage, Stuttgart 2022.

Notes:

## **5. Semester**

**BWLB510** Internship Preparation

**BWLB520** Internship

## BWLB510 Internship Preparation

| Module name: <i>Internship Preparation</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB510   |
| Module coordinator(s): Prof. Dr Dr Irina von Kempfski  |
| Module scope (ECTS): 5 CP (45 hours of classroom study, 105 hours of self-study including workload for the coursework)   |
| Classification (semester): 5 <sup>th</sup> curriculum semester   |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students are able to carry out a self-reflection and analysis and use this to create a suitable application, i.e. search, cover letter and CV, in order to find a suitable internship position in Germany or abroad in the following semesters. They evaluate the strengths and weaknesses of previous application documents and design suitable improvement measures in order to be successful in their internship search |
| Examination:<br>Academic achievement, the specific form of the academic achievement will be announced at the beginning of the course.  |
| Usability:<br>Application for the internship semester  |

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| <b>Course: Practical preparation</b>  |
| EDP designation: BWLB511  |
| Lecturer: Prof. Dr Dr Irina von Kempfski  |
| Hours per week (SWS): 2 SWS   |
| Availability: every semester  |
| Type and mode: Seminar / compulsory subject   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Teamwork: process design, feedback, core teamwork.</li> <li>• Application process: literature research, self-analysis, job search, preparation of an application portfolio with cover letter and CV, applicant training with presentation, interview, follow-up and negotiation, recruitment tests, assessment and case studies, employment contracts and working abroad, leaving the company: Job references, references, maintaining contacts at home and abroad.</li> <li>• Project work and role plays: Present results in small groups</li> </ul> |
| Recommended literature (in the current edition):<br>Hesse/Schrader: Die perfekte Bewerbungsmappe für Hochschulabsolventen, Eichborn<br>Hesse/Schrader: Das Bewerbungshandbuch, Eichborn.<br>Miriam Naficy: The fast track, Broadway books.  |

Notes:

Attendance is compulsory for all internship preparation sessions.

## BWLB520 Internship

| Module name: <i>Internship</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB520   |
| Module coordinator(s): Prof. Dr Dr Irina von Kempski   |
| Module scope (ECTS): 25 CP (750 hours of practical work and preparation of practical report)   |
| Classification (semester): 5 <sup>th</sup> curriculum semester   |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>In the internship semester, students apply and deepen the business management knowledge they have acquired during their studies by working as independently as possible on business management tasks in a company. They are able to work in typical fields of work and application for economists and reflect on and evaluate the experience gained during their practical work. Students learn about various aspects of operational decision-making processes and their interaction within an organisation. They will also gain in-depth insights into business management, organisational and social contexts in organisations. They should be able to question and analyse the knowledge gained. Students will reflect on the skills they have acquired in business practice and summarise these. |
| Examination:<br>Academic achievement: Internship, at least 95 attendance days<br>Internship report comprises at least 30 pages.<br>The internship report must be submitted no later than 28 days after the end of the internship.<br>The internship semester report should include: <ul style="list-style-type: none"> <li>• a brief introduction to the internship company,</li> <li>• the results-orientated description of the planning and implementation of the activities performed,</li> <li>• the scientific presentation of the knowledge and skills acquired and the experience gained.</li> </ul>   |
| Usability:   |

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| <b>Course: Internship</b>                          |
| EDP designation: BWLB521                           |
| Lecturer: Prof. Dr Dr Irina von Kempski            |
| Hours per week (SWS):                              |
| Availability: every semester                       |
| Type and mode: Practical work / compulsory subject |
| Teaching language: German or English               |

Contents:

The pre-selection (and approval) of the internship placement, regular contact with the supervising staff in the organisations and ongoing supervision by a professor during the practical activities ensure that the students gain a good insight into the business and organisational contexts of an organisation through qualified cooperation. Students must prepare a written report on their internship during the semester. This must respect a specified form and clearly show that the required content and activities were actually carried out in practice. The report must be supplemented by a record of activities/certificate from the company, which shows the type and content of the activities, the start and end of the internship period and any absences.

Recommended literature:

Notes:

The internship semester is only considered successfully completed if the internship preparation, the internship and the written internship report have been successfully completed on time.

## 6. Semester

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|----------------|---|
| <b>BWLB610</b> | Corporate Governance and<br>Economic Policy |
| <b>BWLB620</b> | Human Resource Management                   |
| <b>BWLB630</b> | Scientific Seminar                          |
| <b>BWLB640</b> | Project seminar                             |
| <b>BWLB650</b> | Elective Subject I                          |
| <b>BWLB660</b> | Elective Subject II                         |

# BWLB610 Corporate Governance and Economic Policy

| <i>Corporate Governance and Economic Policy</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB610   |
| Module coordinator(s): Prof. Dr Oliver Keßler, Prof. Dr Hagen Krämer   |
| Module scope (ECTS): 5 CP (45 hours of classroom study 105 hours of self-study)  |
| Classification (semester): 6th semester of the curriculum  |
| Content requirements:<br>Knowledge of business law and micro- and macroeconomics   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Participants learn about partnerships and corporations (in particular GbR, OHG, KG, GmbH, AG, SE) and are thus enabled to weigh up the advantages and disadvantages of the respective company forms, also from a tax perspective, and to make informed decisions on the choice of legal form and the drafting of articles of association. One focus of the course is on the different liability concepts of the relevant company forms and the principles of "good corporate governance" as a "tool" for avoiding internal and external conflicts. By working on cases, the participants not only learn to recognise situations that could lead to liability, but also to avoid the liability of the company and its executive bodies as far as possible and to plan their structure with foresight. To this end, participants will also acquire the skills required to provide knowledgeable support for the introduction of professional corporate governance, compliance and corporate social responsibility concepts. Participants will be able to explain the areas of application and effects of typical economic policy interventions, apply and assess these to current economic policy problems using analytical methods of economics and draw conclusions for corporate management and social development in Germany and the European Union. |
| Examination:<br>Written exam (90 minutes)  |

| <b>Course: Corporate Governance</b>   |
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| EDP designation: BWLB611  |
| Lecturer: Prof. Dr jur. Oliver Keßler   |
| Hours per week (SWS): 2 SWS   |
| Availability: every semester  |
| Type/Mode: Lecture / compulsory subject   |
| Teaching language: German   |
| Contents: <ol style="list-style-type: none"> <li>1. Introduction to company law</li> <li>2. Partnership law (GbR, OHG, KG)</li> <li>3. Corporate law (GmbH, AG, SE)</li> <li>4. Basics of group law</li> <li>5. Corporate governance (especially DCGK)</li> </ol> |



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| <p>Recommended literature:</p> <p>Zu 1, 2 und 3)</p> <p>Grunewald, Gesellschaftsrecht, 11. Auflage, 2020; Habersack/Verse, Europäisches Gesellschaftsrecht, 5. Auflage, 2019.</p> <p>Zu 4 und 5)</p> <p>Drygala/Staake/Szalai, Kapitalgesellschaftsrecht, 1. Auflage, 2012.</p> <p>Koch, Corporate Governance, 3. Auflage, 2022.</p> |
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| <b>Course: Economic Policy</b>   |
| EDP designation: BWLB612   |
| Lecturer: Prof. Dr rer. pol. Hagen Krämer  |
| Hours per week (SWS): 2 SWS  |
| Availability: every semester   |
| Type/Mode: Lecture / compulsory subject  |
| Teaching language: German  |
| <p>Contents:</p> <p>Main features of economic policy, industrial relations and institutions in the corporate environment, industrial, innovation and digital policy, tax system and tax policy, European technology and trade policy.</p>  |
| <p>Recommended literature:</p> <p>Aiginger, K., Rodrik, D.: Rebirth of industrial policy and an agenda for the twenty-first century. Journal of industry, competition and trade, 20(2), 2020, S. 189-207.</p> <p>EFI – Expertenkommission Forschung und Innovation, div. Gutachten.</p> <p>Bofinger, Grundzüge der Volkswirtschaftslehre. Eine Einführung in die Wissenschaft von Märkten, Pearson Studium, München (in the current edition).</p> <p>Klump, Wirtschaftspolitik. Instrumente, Ziele und Institutionen, Pearson Studium, München (in the current edition).</p> <p>Linowski, Herausforderungen der Wirtschaftspolitik, UVK Verlag, München, 2021.</p> |

## BWLB620 Human Resource Management

| Module name: <i>Human Resource Management</i>  |
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| <b>Module overview</b>   |
| EDP designation: BLWB620   |
| Module coordinator(s): Prof. Dr Dr Irina von Kempster  |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study)  |
| Classification (semester): 6 <sup>th</sup> semester of the curriculum  |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to analyse and evaluate complex situations relating to personnel and solve case studies. To do this, they apply the instruments of human resource management that are the subject of the lecture. On this basis, students can develop plans to solve complex situations relating to personnel. |
| Examination:<br>Written exam (90 minutes)  |

| Course: Human Resource Management  |
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| EDP designation: BWLB621   |
| Lecturer: Prof. Dr Dr Irina von Kempster   |
| Hours per week (SWS): 4 SWS  |
| Availability: every semester   |
| Type/Mode: Lecture / compulsory subject  |
| Teaching language: German or English   |
| Contents:<br>Human resource management as a function and management task, organisation of the workforce, recruitment, personnel selection also in an international context, employee retention, international performance management, remuneration and strategic remuneration management, training and development, diversity management, motivation, leadership   |
| Recommended literature:<br>Bendel, R./Hannappi-Egger, E./Hofmann R. (Hrsg.): Diversität und Diversitätsmanagement, Wien 2012.<br>Scholz, C./Scholz T.M.: Grundzüge des Personalmanagements, Wiesbaden 2019.<br>Torrington, D./Hall, L./Taylor, S./Atkinson, C.: Fundamentals of Human Resource Management, Harlow 2009.<br>Torrington, D./Hall, L./Taylor, S./Atkinson, C.: Human Resource Management, Harlow 2011.<br>Weibler, J.: Personalführung, München 2016.<br>Schreyögg, G./Geiger, D.: Organisation, Wiesbaden 2016 |
| Notes:   |

## BWLB630 Scientific seminar

| <i>Scientific seminar</i>  |
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| EDP designation: BWLB630   |
| Module coordinator(s): Prof. Dr Andrea Cnyrim  |
| Module scope (ECTS): 5 CP (22.5 hours of attendance and 127.5 hours of self-study including preparation of the term paper)   |
| Classification (semester): 6 <sup>th</sup> semester of the curriculum  |
| Content requirements:<br>Completed basic studies in BWLB   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to categorise scientific work in the context of scientific theory and adequately assess and apply common methods of empirical research. They will have mastered the basic techniques of scientific work to such an extent that they will be able to produce their first scientific papers in accordance with current scientific standards. |
| Examination:<br>Student research project (duration 6 weeks) with presentation (15 minutes).<br>The module is passed if the course Scientific Work with the associated coursework has been successfully completed and the scientific term paper has been passed. The specific form of the coursework will be announced at the beginning of the course                             |
| Usability:<br>The module imparts the methodological knowledge for the preparation of academic papers, such as term papers and theses.  |

| <b>Course: Scientific Work</b>   |
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| EDP designation: BWLB631   |
| Lecturer: Prof. Dr Andrea Cnyrim   |
| Hours per week (SWS): 2 SWS  |
| Availability: every semester   |
| Type and mode: Lecture and seminar / compulsory subject  |
| Teaching language: German  |
| Contents:<br>From the question to the problem and research design; literature review (systematic and unsystematic literature research; databases and bibliographies); basics of scientific theory; empiricism: methods of empirical research, techniques of scientific work (organising and structuring; presenting; citing, paraphrasing, referencing; avoiding plagiarism; convincing with graphics; bibliography; scientific writing incl. final editing. |

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| <p>Recommended literature:</p> <p>Albers, Sönke; Klapper, Daniel; Konradt, Udo; Walter, Achim und Wolf, Joachim (Hrsg.): Methodik der empirischen Forschung, 2. Auflage, Wiesbaden, 2007.</p> <p>Disterer, Georg: Studienarbeiten schreiben: Seminar-, Bachelor-, Master- und Diplomarbeiten in den Wirtschaftswissenschaften. Berlin, Heidelberg: Springer Gabler (in der aktuellen Auflage).</p> <p>Döring, Nicola und Bortz, Jürgen, Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften, Berlin Heidelberg (in der aktuellen Auflage).</p> <p>Kornmeier, M.: Wissenschaftliches Schreiben leicht gemacht, 8. Auflage, Stuttgart 2018. Richtlinien und Hinweise zur Anfertigung wissenschaftlicher Arbeiten an der Fakultät für Wirtschaftswissenschaften (in der aktuellen Fassung).</p> <p>Theisen, M.: Wissenschaftliches Arbeiten, 17. Auflage, München 2017. Wördenweber, M.: Leitfaden für wissenschaftliche Arbeiten, 2. Auflage, Berlin 2019.</p> <p>Wöhe, Günter: Methodologische Grundprobleme der Betriebswirtschaftslehre, Meisenheim, 1959.</p> |
| <p>Notes:</p> <p>Students are required to complete small assignments to accompany the course.</p>  |

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| <b>Course: Term Paper</b>   |
| EDP designation: BWLB632  |
| Lecturer: Professors of the Faculty W   |
| Hours per week (SWS):   |
| Availability: every semester  |
| Type and mode: Seminar / compulsory subject   |
| Teaching language: German   |
| <p>Contents:</p> <p>The topic of the term paper is determined in consultation with the supervising professor. It must deal with a primarily economic problem.</p> |
| <p>Recommended literature:</p> <p>see above course "Scientific work"</p>  |
| Notes:  |

## BWLB640 Project Seminar

| <i>Project Seminar</i>  |
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| <b>Module overview</b>  |
| EDP designation: BWLB640  |
| Module coordinator(s): Prof. Dr Hendrik Rust, Prof. Dr Reinhard Bauer, Prof. Dr Florian Finsterwalder, Prof. Dr Claas-Christian Wuttke  |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study including exam preparation)  |
| Classification (semester): 6 <sup>th</sup> semester of the curriculum   |
| Content requirements:<br>Competences from semesters 1-6   |
| Requirements according to SPO:<br>None  |
| Competences:<br>Students are able to plan, structure and manage a project from start to finish based on a specific practical task. Students can lead and coordinate a project team, manage risks and solve problems and conflicts within the team. They are also able to create documentation for complex projects and present and defend the project to a wide range of stakeholders. Students have an insight into typical challenges and suitable solutions in professional practice, such as changing and contradictory requirements, conflicting objectives, time and budget constraints, etc. |
| Examination:<br>Student research project (in the form of a project paper, duration 4 weeks) with presentation (15 minutes).   |
| Usability:  |

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| <b>Course: Project Seminar</b>   |
| EDP designation: BWLB641   |
| Lecturer: Prof. Dr Hendrik Rust, Prof. Dr Reinhard Bauer, Prof. Dr Florian Finsterwalder, Prof. Dr Claas-Christian Wuttke  |
| Hours per week (SWS): 4 SWS  |
| Availability: Every semester / compulsory subject  |
| Type and mode: Lecture and project work  |
| Teaching language: German or English   |
| Contents:<br>Theory <ul style="list-style-type: none"> <li>• Basics</li> <li>• Best practices</li> <li>• Risk management</li> <li>• Stakeholder management</li> <li>• Conflict resolution</li> <li>• Teamwork and communication</li> </ul> |

#### Project work

- Project briefing
- Project planning
- Project processing
- Regular interim presentations
- Final presentation

#### Recommended literature:

Timming, Holger: Modernes Projektmanagement – Mit traditionellem, agilen und hybridem Vorgehen zum Erfolg. Wiley-VCH, 2017.

Andler, Nicolai: Tools für Projektmanagement, Workshops und Consulting – Kompendium der wichtigsten Techniken und Methoden. Publics Publishing 2015.

Further literature will be announced in the lecture.

Notes:

## BWLB650 Elective Subject I

| Module name: <i>Elective Subject I</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB650  |
| Module coordinator(s): Prof. Dr Benjamin Kern   |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study including exam preparation)  |
| Classification (semester): 6 <sup>th</sup> semester of the curriculum   |
| Content requirements:<br>Completed basic studies  |
| Requirements according to SPO:  |
| Competences:<br>Students are able to develop their social, ethical, cognitive and/or communicative competences beyond those learnt in the regular curriculum. The competences addressed in each case are based on the elective courses offered. |
| Examination:<br>Written exam (90 minutes) or presentation (duration 15 minutes) or term paper (duration 4 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

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| <b>Course: Elective Subject I</b>   |
| EDP designation: BWLB651  |
| Lecturer: various lecturers - depending on the current range of subjects  |
| Hours per week (SWS):   |
| Rotation: every semester with changing offer  |
| Type and mode: Lecture / compulsory elective course   |
| Teaching language: German or English  |
| Contents:<br>The contents are listed in the module descriptions of the modules offered as compulsory electives. |
| Recommended literature:   |
| Notes:  |

## BWLB660 Elective Subject II

| Module name: <i>Elective Subject II</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB660  |
| Module coordinator(s): Prof. Dr Benjamin Kern   |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study including exam preparation)  |
| Classification (semester): 6 <sup>th</sup> semester of the curriculum   |
| Content requirements:<br>Completed basic studies  |
| Requirements according to SPO:  |
| Competences:<br>Students are able to develop their social, ethical, cognitive and/or communicative competences beyond those learnt in the regular curriculum. The competences addressed in each case are based on the elective courses offered. |
| Examination:<br>Written exam (90 minutes) or presentation (duration 15 minutes) or term paper (duration 4 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

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| <b>Course: Elective subject I</b>   |
| EDP designation: BWLB661  |
| Lecturer: various lecturers - depending on the current range of subjects  |
| Hours per week (SWS):   |
| Rotation: every semester with changing offer  |
| Type and mode: Lecture/elective programme   |
| Teaching language: German or English  |
| Contents:<br>The contents are listed in the module descriptions of the modules offered as compulsory electives. |
| Recommended literature:   |
| Notes:  |



## **7. Semester**

**BWLB710** Business Simulation

**BWLB720** English Language

**BWLB730** Bachelor's Thesis Colloquium

**BWLB740** Bachelor's Thesis

## BWLB710 Business simulation

| Module name: <i>Business Simulation</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB710   |
| Module coordinator(s): Prof. Dr Stefan Bleiweis, Prof. Dr Christian Braun, Prof. Dr Benjamin Kern  |
| Module scope (ECTS): 5 CP (45 hours of classroom study, 105 hours of self-study including exam preparation)  |
| Classification (semester): 7 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of business administration, bookkeeping and accounting, financing and investment, cost accounting, marketing, logistics and SCM   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>On completion of the course, students will have developed a basic understanding of how a company is managed holistically in a global and highly competitive business environment. They are able to carry out business analyses using business management theories and to plan and then implement entrepreneurial decisions. In doing so, they develop the ability to use a wide range of information and highly complex interrelationships within a company to make entrepreneurial decisions.<br><br>Students are able to develop a corporate strategy and derive specific measures from it and participate in the implementation of a corporate strategy. They can organise group dynamic processes under time pressure and bring about decisions on problems in a team. |
| Examination:<br>Written examination (90 minutes) or term paper (in the form of a project, duration 10 weeks, including 2 presentations, project report and diary, the project is completed as group work) and oral examination (20 minutes) or term paper (duration 6 weeks). The specific form of examination and further details will be announced at the beginning of the course.   |
| Usability:<br>In the module, the knowledge and skills acquired in the degree programme in the field of business administration are linked through practical application in the business simulation.  |

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| <b>Course: Business Simulation</b>   |
| EDP designation: BWLB711   |
| Lecturer: Prof. Dr Stefan Bleiweis, Prof. Dr Christian Braun, Prof. Dr Benjamin Kern |
| Hours per week (SWS): 4 SWS  |
| Availability: every semester   |
| Type and mode: Laboratory, simulation / compulsory subject                           |
| Teaching language: English or German   |
|  |

Contents:

Students manage companies in small groups in a simulated market and make a series of strategic and operational decisions. This is based on detailed reports with data on the managed company and the market as well as an outlook for the next business period.

Based on a self-developed corporate strategy, the individual groups define specific measures and make decisions in the teams. This involves analysing the market and company conditions and deriving a wide range of business decisions in a structured manner. After each period, the groups gain insights into the consequences of their business activities in order to further develop business processes and decision-making behaviour.

The students are supported by a professor and a laboratory assistant.

Recommended literature:

Bieg, H., Kußmaul, H., Waschbusch, G.: Finanzierung, 4. Auflage, München, 2023.

Bieg, H., Kußmaul, H., Waschbusch, G.: Investition, 3. Auflage, München, 2016.

Coenenberg, A., Fischer, T., Günther, T.: Kostenrechnung und Kostenanalyse, 9. Auflage, Stuttgart, 2016.

Friedl, G., Hofmann, C., Pedell, B.: Kostenrechnung, 4. Auflage, München, 2022.

Hölscher, R., Helms, N.: Investition und Finanzierung, 2. Auflage, Berlin, 2018.

Kotler, P., Armstrong, G., Harris, L. C., Piercy, N.: Grundlagen des Marketing, 7. Auflage, Hallbergmoos, 2019.

Meffert, H., Burmann, C., Kirchgeorg, M., Eisenbeiß, M.: Marketing, 13. Auflage, Wiesbaden, 2019.

Tuckmann, B., Jensen M. 1977: Stages of small group development revisited. In: Group and Organization Studies, 2. 419-427.

Wöltje, J.: Investition und Finanzierung, 3. Auflage, Freiburg, 2022.

Wöltje, J.: Kosten- und Leistungsrechnung, 3. Auflage, Freiburg, 2022.

Notes:

Different simulation games, some with access restrictions, can be offered in parallel.

## BWLB720 English Language

| Module name: <i>English Language</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB 720  |
| Module coordinator(s): Prof. Dr Andrea Cnyrim  |
| Module scope (ECTS): 10 CP (90 hours attendance, 210 hours self-study including exam preparation)  |
| Placement (semester): 7 <sup>th</sup> curriculum semester, recommended in curriculum semesters 1 + 2   |
| Content requirements:<br>Placement test or successful completion of the IFS-B2 course  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can confidently manage the communicative aspects of their business-related and engineering-related professional activities in the target language English and express themselves effectively both orally and in writing by preparing presentations on business and technical topics, conducting scientific discussions, giving lectures, analysing and evaluating economic and technical issues, so that they can later move effortlessly in the context of international university and business culture and also deal confidently with culture-specific communicative conventions and language registers (e.g. in correspondence or specialist lectures). |
| Examination:<br>The modalities of the foreign language coursework and examinations are determined by the organising Institute of Foreign Languages. The module consists of two courses, see the descriptions of the examinations at the Institute of Foreign Languages As a rule, each course is completed with a written examination (120 minutes) and an oral examination or other forms of examination.   |
| Usability:   |

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| <b>Course: English Language</b>  |
| EDP designation: BWLB721   |
| Lecturer: Lecturers and lecturers of the IFS   |
| Hours per week (SWS): 8 SWS  |
| Availability: every semester   |
| Type and mode: Exercise and seminar with laboratory character / compulsory subject   |
| Teaching language: English   |
| Contents:<br>Business English and Technical English according to the CEFR at level C1. Development of listening, reading, speaking and writing skills for professional situations at C1 CEFR level using suitable interactive, communicative teaching formats with reference to the professional target situations in the desired business management or engineering positions. In Technical |

English, the main focus is on the acquisition and application of linguistic strategies and structures as well as technical terms in technical English. This is used, for example, to describe production processes or to present technical issues. In Business English, the focus is on the acquisition and application of linguistic strategies and structures as well as specialised technical terms in business English. As a rule, a company simulation is carried out in this course. Common target situations are, for example, business negotiations, writing business correspondence and creating or explaining product and company presentations.

Recommended literature:

Textbook or script as recommended by the lecturer

Notes:

After successfully completing the courses and obtaining the IFS certificate, students have reached level C1.

Job-oriented interactive communicative competence in the target language English in the specialist areas of Business English and Technical English. Orientation towards the Common European Framework of Reference for Languages (CEFR) (C1).

## BWLB730 Bachelor's Thesis Colloquium

| Module name: <i>Bachelor's Thesis Colloquium</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB 730  |
| Module coordinator(s): Prof. Dr Benjamin Kern  |
| Module scope (ECTS): 3 CP (90 hours of self-study for the preparation of the presentation)   |
| Classification (semester): 7 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Completed basic studies in business administration, completion of the majority of examinations in the main study programme  |
| Prerequisites according to SPO:<br>The module Scientific Seminar must be completed and a maximum of 10 CP may be missing from the main study programme.  |
| Competences:<br>Students can work on a defined scientific topic independently, results-orientated and appropriately according to scientific criteria and present and discuss the results to date. They can research, analyse, abstract and structure information and specialist literature, independently acquire the relevant specialist and methodological knowledge, select suitable scientific methods and procedures and use them to solve the task of the bachelor's thesis, interpret, evaluate and critically reflect on the knowledge gained. |
| Examination:<br>As part of the colloquium, a presentation (duration 15 minutes) must be given.   |
| Usability:   |

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| <b>Course: Colloquium</b>  |
| EDP designation: BWLB731   |
| Lecturer: Professors at Karlsruhe University of Applied Sciences   |
| Hours per week (SWS): -  |
| Cycle: permanent   |
| Type and mode: Seminar / presentation / compulsory course as part of the preparation of the Bachelor's thesis  |
| Teaching language: German or English   |
| Contents:<br>The colloquium includes a presentation of the results of the bachelor's thesis to date before finalisation in order to provide students with feedback and further professional impetus for the further development of the thesis. |
| Recommended literature:  |
| Notes:   |

## BWLB740 Bachelor's Thesis

| Module name: <i>Bachelor's Thesis</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB 740  |
| Module coordinator(s): Prof. Dr Benjamin Kern  |
| Module scope (ECTS): 12 CP (360 hours of self-study for the preparation of the thesis)   |
| Classification (semester): 7 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Completed basic studies in business administration, completion of the majority of examinations in the main study programme  |
| Prerequisites according to SPO:<br>The module Scientific Seminar must be completed and a maximum of 10 CP may be missing from the main study programme.  |
| Competences:<br>Students are able to work on a defined scientific topic independently, results-oriented and appropriately according to scientific criteria by researching, analysing, abstracting and structuring information and specialist literature, independently acquiring the relevant specialist and methodological knowledge, selecting suitable scientific methods and procedures and using them to solve the task of the bachelor's thesis, interpreting, evaluating and critically reflecting on the knowledge gained, formulating the contents of the bachelor's thesis in writing in a clearly structured manner according to scientifically recognised standards. |
| Examination:<br>Bachelor's thesis, processing time 4 months  |
| Usability:   |

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| <b>Course: Bachelor's Thesis</b>   |
| EDP designation: BWLB741   |
| Lecturer: Professors at Karlsruhe University of Applied Sciences   |
| Hours per week (SWS):  |
| Cycle: permanent   |
| Type and mode: Independent elaboration of bachelor's thesis / compulsory subject   |
| Teaching language: German or English   |
| Contents:<br>The topic of the bachelor's thesis is assigned by the examination board. Students may propose a topic. The topic must be relevant to the subject and deal with subject-specific or interdisciplinary issues. Topics can be worked on in co-operation with companies.  |
| Recommended literature:<br>Kornmeier, M.: Wissenschaftliches Schreiben leicht gemacht, 9. Auflage, Stuttgart 2021.<br>Schwaiger, M.; Meyer, A.: Theorien und Methoden der Betriebswirtschaft, München 2009.<br>Theisen, M.: Wissenschaftliches Arbeiten, 17. Auflage, München 2017.<br>Wördenweber, M.: Leitfaden für wissenschaftliche Arbeiten, 2. Auflage, Berlin 2019. |

Notes:



# Specialization

## International Management

## BWLB350M Value Creation Chain

| Module name: <i>Value Creation Chain</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB350M  |
| Module coordinator(s): Prof. Dr Birgit Ester and Prof. André Wölflé  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of logistics and general business administration  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can recognise, describe and design internal and inter-company value creation chains and the associated cost-, revenue- and finance-oriented problems, by applying models, methods and procedures for strategy development, planning and controlling of value creation chains, in order to: <ul style="list-style-type: none"> <li>• analyse, evaluate and optimise value creation activities in industry and trade with regard to customer requirements in a targeted manner,</li> <li>• develop optimised solutions for decision-making and management support for success and financial management along the value creation chain - also in internationally operating (group) companies. The contributions of selected operational functional areas can be systematically integrated into the solution approaches.</li> </ul> |
| Examination:<br>Written exam (90 minutes)  |
| Usability:   |

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| <b>Course: Value Creation Chain</b>  |
| EDP designation: BWLB351M  |
| Lecturer: Prof. Dr Birgit Ester  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory subject in the specialization International Management   |
| Teaching language: German or English   |
| Contents:<br>Concept of the cross-company value creation chain, levels of the value chain, design models, cooperation models, control parameters |
| Recommended literature:<br>References will be announced at the beginning of the lecture.   |
| Notes:   |

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| <b>Course: Controlling/Operational Management</b>   |
| EDP designation: BWLB352M   |
| Lecturer: Prof. André Wölflé  |
| Hours per week (SWS): 2 SWS   |
| Availability: annually  |
| Type and mode: Lecture / compulsory subject in the specialization International Management  |
| Teaching language: German or English  |
| Contents:<br>Decision and control support along the value creation chain; cost planning and analysis; cost structure design; concepts for group management; controlling in selected functional areas. |
| Recommended literature:<br>Literature will be announced at the beginning of the lecture.  |
| Notes:  |

## BWLB360M International Economics and Marketing

| <i>International Economics and Marketing</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB360M  |
| Module coordinator(s): Prof. Dr Hagen Krämer, Prof. Dr Christian Seiter.   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Basic knowledge of microeconomics, macroeconomics, general business administration, marketing, comparable to the modules of the same name   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br><i>International Economics</i><br>Students can reproduce the basic theories of international economic relations and, on the basis of these and in conjunction with basic concepts and methods of micro- and macroeconomics, analyse the consequences and prerequisites of globalisation and economic and political integration in the European Union and develop recommendations for corporate strategy in global markets by applying the concepts, theories and methods used.<br><i>International Marketing</i><br>Students will gain theoretical insights and practical knowledge of international economics, trade models, global business concepts and strategies. They will expand their knowledge of management practices of large, medium and small companies seeking to enter global markets and will be able to develop sound business plans in an international context. |
| Examination:<br>Written examination (90 minutes) or a written examination (45 minutes) and a term paper (duration 4 weeks) or two term papers (duration 4 weeks each).<br>The specific form of examination will be announced at the beginning of the course.   |
| Usability:   |

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| <b>Course: International Economics</b>   |
| EDP designation: BWLB361M  |
| Lecturer: Prof. Dr Hagen Krämer/Prof. Dr Johannes Schmidt                                  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory subject in the specialization International Management |
| Teaching language: German or English   |
| Contents:  |

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| Theories of international trade and direct investment, world trade and foreign trade links, international trade policy, balance of payments and external equilibrium, determinants of exchange rate developments, currency integration and currency co-operation   |
| <p>Recommended literature:</p> <p>Gerber, J.: International Economics, Pearson Education, Boston (in der aktuellen Auflage).</p> <p>de Grauwe, P.: Economics of Monetary Union, Oxford University Press, Oxford (in der aktuellen Auflage).</p> <p>Krugman, P.: What do Undergrads Need to Know about Trade?, American Economic Review, May 1993, S. 23-26.</p> <p>Krugman, P., Obstfeld, M., Melitz, M.: International Economics, Addison Wesley Prentice Hall, Upper Saddle River, NJ (in der aktuellen Auflage).</p> <p>von Weizsäcker, C. Chr., Krämer, H., Saving and Investment in the Twenty-First Century, The Great Divergence, Springer Nature, Cham 2021.</p> |
| <p>Notes:</p> <p>The possibility of limited participation of international students from the International Programme/Studium Generale is possible, provided that the language of instruction is English.</p>   |

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| <b>Course: International Marketing</b>  |
| EDP designation: BWLB362M   |
| Lecturer: Prof. Dr Christian Seiter   |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture / compulsory subject in the specialization International Management  |
| Teaching language: German or English  |
| <p>Contents:</p> <p>Globalisation has become a major socio-economic force and an important topic of discussion in the 21<sup>st</sup> century. The course examines the forces driving this phenomenon and the criticism of this process, both from a macro- and microeconomic as well as a business perspective.</p> <p>The course first sets out the rationale for the existence of international markets and a conceptual basis for the study of the international trade process, it also examines trade patterns in the light of theories of country size, factor shares and country similarity. It also looks at the role of distance and discusses factor mobility and its relationship to the international trade process. Protectionism and the development and objectives of the World Trade Organisation are discussed, with a focus on its influence on the marketing decision-making process.</p> <p>The second part deals with the objectives that companies pursue when they engage in international business activities. The process of country evaluation and selection determines the geographic opportunities that companies pursue. The course will outline the different types of market entry that can be utilised. The process is then examined by describing the selection and weighting of variables used for opportunity and risk analysis (e.g. the BERI model, shift-share models, country evaluation models, Herfindahl index) and the problems associated with data collection and analysis. Subsequently, concepts for country comparisons are presented and possibilities for resource allocation (e.g. response modelling) are discussed. The cultural and legal basis for ethical behaviour will be examined.</p> |

In addition, the course examines the ways in which marketing managers analyse a country's market potential in order to develop effective international marketing mix strategies. The course looks at the debate over adaptation or standardisation and discusses the reasons for choosing a national or globally integrated marketing strategy.

The course discusses each of the marketing mix variables from an international perspective and concludes with an introduction to international e-commerce.

- Chapter 1: Introduction to international markets, international trade models, case studies.
- Chapter 2: Global marketing management processes and models (e.g. Keegan customisation strategies, EPRG model), case study.
- Chapter 3: Scope and challenge of international marketing, theory of global awareness and self-reference criteria, development of global marketing strategies, case study.
- Chapter 4: Models for the selection of international markets, models for opportunity and risk assessment (e.g. the BERI model, shift-share models, country assessment models), models for global resource allocation (e.g. workload models, response models, Herfindahl index), case study.
- Chapter 5: The international marketing mix, discussion standardisation vs. customisation, pricing models for international markets, theory and models for products and services for industrial markets and consumers, the global advertising and promotion effort, international channel management, global e-commerce and the influence of social networks, case study.

Recommended literature:

References will be announced at the beginning of the lecture.

Notes:

# BWLB450M Contemporary Challenges in Intercultural Management

| <i>Contemporary Challenges in Intercultural Management</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB450M  |
| Module coordinator(s): Prof. Dr Andrea Cnyrim, Prof. Dr Stefan Bleiweis  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Above-average English language skills (at least at C1 level of the CEFR) are expected. We recommend taking the "Certificate of Proficiency in English for Professional Purposes" before attending the specialization.<br><br>In order to participate, the module BWLB220 Intercultural Communication should already have been successfully completed.   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Using current issues and case studies from practice, participants in this module acquire the ability to describe and analyse intercultural paradoxes and dilemmas from management practice and to resolve them in a mutually satisfactory and synergetic way in order to be able to fall back on culturally sensitive problem-solving strategies in such situations later on. Students will be able to evaluate instruments and measures of corporate strategy in an international corporate environment by a) consciously reflecting on the influencing factors on which a strategy is based, b) describing strategic measures in their complexity, c) summarising their function, d) linking the essential elements with each other in order to present and evaluate the overall orientation of a company. |
| Examination:<br>Coursework (in the form of a portfolio, duration 10 weeks) or coursework (in the form of a project, duration 6 weeks) or written examination (90 minutes). The exact form of examination will be announced at the beginning of the course.   |
| Usability:   |

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| <b>Course: Contemporary Intercultural Challenges in Management</b>   |
| EDP designation: BWLB451M  |
| Lecturer: Prof. Dr Andrea Cnyrim   |
| Hours per week (SWS): 2 SWS  |
| Availability: usually annually in the winter semester  |
| Type and mode: Lecture with exercises (seminar character) / compulsory subject within the specialization in International Management |
| Teaching language: English (or German)   |

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| <p>Contents:</p> <p>Using alternating case studies from different management areas, participants work in small interdisciplinary groups (from Business Administration and Business Administration and Engineering) to develop solution strategies that meet the requirements of constructive intercultural management practice beyond cultural stereotypes and naive categorisation of multiculturalism by getting to know, appreciate and use cultural diversity from different perspectives in all its complexity. In this way, they develop intercultural knowledge and competences that go beyond factual knowledge and "do's and don'ts" and include tolerance of ambiguity and critical thinking.</p> <p>The case studies can come from the following areas, among others: Macro context: including internationalisation strategies and (de)globalisation (incl. mergers &amp; acquisitions [also post-acquisition processes]; FDI, offshoring, nearshoring, friendshoring etc.).</p> <p>Meso-context: e.g. constructive intercultural organisational development; CSR; multilingualism management.</p> <p>Micro-context: including intercultural management of individuals, teams and organisations (e.g. intercultural teams, intercultural personnel development [intercultural training and skills development], secondment management, leading intercultural teams and employees, diversity management, intercultural project management, etc.).</p> |
| <p>Recommended literature:</p> <p>Textbook or script and accompanying materials as required by the lecturer:</p> <p>Barmeyer, Christoph; Bausch, Madeleine &amp; Mayrhofer, Ulrike. 2021. Constructive Intercultural Management: Integrating Cultural Differences Successfully. Cheltenham &amp; Northampton: Edward Elgar Publishing.</p> <p>Barmeyer, Christoph &amp; Franklin, Peter. 2016. Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy. London: Palgrave.</p> <p>Sweeney, Paul D. &amp; McFarlin, Dean B. International Management. Strategic Opportunities and Cultural Challenges. New York and London: Routledge (in the current edition).</p>  |
| <p>Notes:</p> <p>The module includes small group work, which is also continued outside the classroom as part of self-study. The course is generally held in English, and students are expected to have a corresponding level of English (C1 CEFR).</p>  |

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| <b>Course: Corporate Strategies</b>  |
| EDP designation: BWLB452M  |
| Lecturer: Prof. Dr Stefan Bleiweis   |
| Hours per week (SWS): 2 SWS  |
| Availability: usually annually in the winter semester  |
| Type and mode: Lecture and exercise / compulsory subject within the specialization in International Management   |
| Teaching language: English   |
| <p>Contents:</p> <p>Corporate Management, Significance of Strategies, Components (Visioning, Objective Setting, Allocation of Resources, Trade-Offs/Prioritisation), Implementation of Strategic Concepts, Controlling Systems</p> |
| <p>Recommended literature:</p> <p>Argyris, Chris: Organization and Innovation. Homewood: R. D. Irwin.( In the current edition).</p>  |



Barmeyer, Christoph & Franklin, Peter. 2016. Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy. London: Palgrave.

Drucker, Peter F.: Management: Tasks, Responsibilities, Practices. New York: Harper Business. (In the current edition).

Porter, Michael E.: [Competitive Strategy: Techniques for Analyzing Industries and Competitors](#). New York: Free Press. (In the current edition).

Notes:

The course is generally taught in English, and students are expected to have a corresponding level of English (C1 CEFR).

# BWLB460M Diversity Management and Organisation Design

| Module name: <i>Diversity Management and Organisation Design</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB460M  |
| Module coordinator(s): Prof. Dr Dr Irina von Kempster  |
| Module scope (ECTS): 5 CP (45 hours of classroom teaching and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students have mastered the approaches to the topic and can categorise and explain the diversity dimensions. They can differentiate between the Big 6 dimensions and other dimensions. Students are familiar with the topic of stereotyping and its effects in organisations. They can explain the management of diversity in organisations with regard to diversity management approaches and the implementation of diversity management.<br><br>Students master the conceptual foundations of organisational design. They are familiar with organisational theories and can evaluate them. Students will be able to structure tasks and master the integration of the individual and the organisation. They can differentiate the organisation from the relevant environment and recognise and explain emergent processes in organisations. |
| Examination:<br>Two student research projects (each lasting six weeks)   |
| Usability:   |

| Course: Diversity Management   |
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| EDP designation: BWLB461M  |
| Lecturer: Prof. Dr Dr Irina von Kempster   |
| Scope: 2 SWS   |
| Availability: annually in the winter semester  |
| Type and mode: Lecture / compulsory subject in the specialization International Management   |
| Teaching language: German or English   |
| Contents:<br>Definition of diversity and diversity management. Big 6 dimensions and further diversity dimensions, Four Layers of Diversity according to Gardenwartz and Rowe. Stereotyping and prejudice. Diversity management approaches. Internal and external diversity management in organisations |
| Recommended literature:  |

Becker, M./Seidel, A. (Hg.): Diversity Management. Unternehmens- und Personalpolitik der Vielfalt, Stuttgart 2006.

Bendl, R./Hanappi-Egger, E./Hofmann, R. (Hg.): Diversität und Diversitätsmanagement, Wien 2012.

Danowitz, M.A./Hanappi-Egger, E./Mensi-Klarbach, H. (Hg.): Diversity in Organizations. Concepts and Practices, Houndmills u.a. 2012.

Vedder, G./Göbel, E./Krause, F. (Hg.): Fallstudien zum Diversity Management, München und Mering 2011.

Notes:

### **Course: Organisation Design**

EDP designation: BWLB462M

Lecturer: Prof. Dr Irina von Kempster

Scope: 2 SWS

Availability: annually in the winter semester

Type and mode: Lecture / compulsory subject in the specialization International Management

Teaching language: German or English

Contents:

Definition of organisation and organisational design. Forms of organisational structure. Integration of individual and organisation. Organisation and environment. Organisational change. Development of organisational theories

Recommended literature:

Schreyögg, G./Geiger, D.: Organisation. Grundlagen moderner Organisationsgestaltung, 6. Aufl. Wiesbaden 2016.

Deloitte: Organisation neu denken. Flexible Organisationsmodelle für das digitale Zeitalter o. O., o. J.

Notes:

# Specialization

## Digital Business Management

## BWLB350B Fundamentals of Digital Markets and Products

| Module name: <i>Fundamentals of Digital Markets and Products</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB350B  |
| Module leader(s): Prof. Dr Hagen Krämer (Prof. Dr Johannes Schmidt)  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Basic knowledge of microeconomics and macroeconomics, comparable to the modules of the same name  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can examine the effects of digitalisation on companies, consumers, markets and business models by applying their knowledge of information economics in relation to digital markets and goods in order to draw conclusions for corporate pricing and product strategies, consumer behaviour and social change processes. They are able to assess the effects of digitalisation on growth, employment and overall economic productivity development as well as the effects on the financial system and on the labour market and society by applying knowledge of information economics. Students can analyse long-term changes in the economic structure by applying relevant theories of structural change, such as the Baumol model, to the digital transformation in order to derive the potential effects for trend-like developments in value creation, employment and productivity. |
| Examination:<br>Written exam (90 minutes) or term paper (duration 6 weeks).<br>The specific form of examination will be announced at the beginning of the course.  |
| Usability:   |

| Course: Fundamentals of Digital Markets and Products  |
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| EDP designation: BWLB351B   |
| Lecturer: Prof. Dr Hagen Krämer (Prof. Dr Johannes Schmidt)   |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture / compulsory subject in the specialization Digital Business Management   |
| Teaching language: German   |
| Contents:<br>Fundamentals of the digital economy, digitalisation, basic innovations, disruption and creative destruction, productivity growth and structural change, characteristics of digital |

goods and services, information economic foundations of digital markets and goods, networks and network goods, market models of the digital world (critical mass, two-sided and multi-sided, collaborative and peer-to-peer markets), intermediaries in physical and digital markets, payment systems and virtual money, opportunities and risks of digitalisation for the economy and society.

Recommended literature:

Baumol, W.J.: Macroeconomics of Unbalanced Growth: the Anatomy of Urban Crisis, in: American Economic Review, Jg. 57, H. 3, 1967, S. 415-426.

Baumol, W.J.: The Cost Disease. Why Computers Get Cheaper and Health Care Doesn't, New Haven und London 2012.

Brynjolfsson, E., McAfee, A.: The Second Machine Age, Cambridge 2014.

Clement, R., Schreiber, D., Bossauer, P., Pakusch, Chr.: Internet-Ökonomie. Grundlagen und Fallbeispiele der vernetzten Wirtschaft, Berlin und Heidelberg (in der aktuellen Auflage);

Krämer, H., Baumol's Disease und unternehmensbezogene Dienstleistungen, in: Gotsch, M., Lerch, Chr. (Hrsg.), Messung der Produktivität innovativer und wissensintensiver Dienstleistungen, Stuttgart: Fraunhofer Verlag 2015, S. 157-179.

Krämer, H.: Digitalisierung, Monopolbildung und wirtschaftliche Ungleichheit, in: Wirtschaftsdienst, 99. Jg., H. 1/2019, S. 47-52.

Krämer, H.: Technische Revolution oder säkulare Stagnation? Historische, technologische und strukturelle Dimensionen des Produktivitätsparadoxons, in: SPW 2/2018, S. 16-20.

Petersen, T.: Diginomics verstehen. Ökonomie im Licht der Digitalisierung, Stuttgart 2020.

Roth, St., Corsten, H. (Hrsg.) Handbuch Digitalisierung, Verlag Franz Vahlen, München 2022.

Schapiro, C., Farrell, J.: The Economics of Information Technology, Cambridge 2004

Notes:

# BWLB360B Development of Digital Products and Services

| Module name: <i>Development of Digital Products and Services</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB360B  |
| Module coordinator(s): Prof. Dr Claas Christian Wuttke   |
| Module scope (ECTS): 5 CP (45 h classroom teaching and 105 h self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Basic knowledge of operational and technical contexts and processes comparable to the course "General Business Administration" and the module "Product Development and Production"  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students will be able to select suitable methods and processes for determining market requirements (customer integration) and the technological framework conditions (technology management) according to the situation (e.g. project type and scope, data availability, employee qualifications) and apply them professionally in order to systematically develop new data-based products and services and implement them in a marketable manner.<br><br>Students are able to plan and manage the development of digital products and services in an interdisciplinary manner by applying the concepts and methods of integrated and model-based product development in order to develop holistic business models that ensure the long-term success of the company. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes).<br>The specific form of examination will be announced at the beginning of the course.   |
| Usability:<br>The module is also offered with the same content in the Business Administration and Engineering degree programme in the specializations "Digitalisation" and "Management of Sustainable Product Development".  |

| Course: Development of Digital Products and Services  |
|---|
| EDP designation: BWLB361B   |
| Lecturer: Prof. Dr Claas Christian Wuttke, Substitute: Prof. Dr Christian Braun                                   |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture - flipped classroom / compulsory subject in the specialization Digital Business Management |
| Teaching language: German or English  |
|   |

Contents:

- Product definition, product life cycle, product and portfolio management.
- Methods, processes and organisation of product development
- Integrated product development and customer involvement
- Innovation and technology management
- Business models for smart products and smart services

Recommended literature: e.g.

Aumayr, K. J. (2019): Erfolgreiches Produktmanagement – Toolbox für das professionelle Produktmanagement und Produktmarketing. 5. Auflage. Gabler.

Ehrenspiel, K.; Meerkamm, H. (2017): Integrierte Produktentwicklung: Denkabläufe, Methodeneinsatz, Zusammenarbeit. Hanser.

Gassmann, O., Frankenberger, K., Csik, M. (2017): Geschäftsmodelle entwickeln. 55 innovative Konzepte mit dem St. Galler Business Model Navigator. Hanser.

Gochermann, J. (2020): Technologiemanagement. Technologien erkennen, bewerten und erfolgreich einsetzen. Springer.

Graner, Marc (2015): Methodeneinsatz in der Produktentwicklung. Bessere Produkte, schnellere Entwicklung, höhere Gewinnmargen. Springer Gabler.

Lewrick, M.; Link, P.; Liefer, L. (2017): Das Design Thinking Playbook. Mit traditionellen, aktuellen und zukünftigen Erfolgsfaktoren. Vahlen.

Osterwalder, A.; Pigneur, Y. (2011): Business Model Generation. Campus.

Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2015): Value Proposition Design. Campus.

Preußig, J. (2015): Agiles Projektmanagement. Scum, Use Cases, Task Boards & Co. Haufe.

Schlattmann, J.; Seibel A. (2017): Aufbau und Organisation von Entwicklungsprojekten. Springer.

Wuttke, C.C. et al. (2016): Adaptable and Customizable Development Process for Product-Service-Systems. Procedia CIRP No. 47, 317 – 322.

Wuttke, C.C. et al. (2018): Systematic Prototyping of Product-Service Systems. Procedia CIRP No. 73, 50 – 55.

Wuttke, C.C. et al. (2019): Individualized Customer Integration Process for the Design of Industrial Product-Service Systems. Procedia CIRP 63, p. 83–88.

Wuttke, C.C. et al. (2020): Strategic planning of continuous stakeholder involvement in the design of industrial product-service systems. IET Collaborative Intelligent Manufacturing 2 (3), p. 123-131.

Notes:



## BWLB450B Business Intelligence

| Module name: <i>Business Intelligence</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB450B  |
| Module coordinator(s): Prof. Dr Reinhard Bauer, Prof. Dr Andreas Wagner  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students are able to recognise, evaluate and apply methods and technologies of business intelligence in a corporate context in order to gain insights in a data-driven corporate environment and make decisions based on them. Students know the theoretical foundations of business intelligence as well as the methods and (IT-) technologies of business intelligence in a corporate context and are able to evaluate them. They are able to apply these in an exemplary manner to practical tasks in order to gain insights in a data-driven corporate environment and make technical and entrepreneurial decisions based on them. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes) or practical work (duration 4 weeks).<br>The specific form of examination will be announced at the beginning of the course.  |
| Usability:   |

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| <b>Course: Business Intelligence</b>  |
| EDP designation: BWLB451B   |
| Lecturer: Prof. Dr Reinhard Bauer, Prof. Dr Andreas Wagner  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture with integrated exercise / compulsory subject in the specialization Digital Business Management  |
| Teaching language: German or English at the choice of the lecturer  |
| Contents: <ul style="list-style-type: none"> <li>• Basic principles of business intelligence, e.g. structures of data management in the company, processes and organisation</li> <li>• Data preprocessing and integration</li> <li>• Analytical methods, also for time series</li> <li>• Visualisations</li> <li>• Data mining (cluster analysis, pattern recognition)</li> <li>• Communication from and with data</li> <li>• Technological trends</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Data ethics</li> </ul> |
| Recommended literature:<br>Will be announced in the lecture     |
| Notes:  |

## BWLB460B Digital Business Models

| Module name: <i>Digital Business Models</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB460B   |
| Module coordinator(s): Prof. Dr Christian Braun   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of business administration and marketing   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students will be able to describe business models based on key dimensions, analyse and compare different business models, derive innovative approaches for their further development and provide well-founded reasons for their decisions.<br><br>By analysing and discussing various real-life digital business models (case studies), students are familiar with the potential of digital networking to generate value and the specific value creation dimensions for creating customer benefits in order to develop new digital business models in professional practice or to tap into new value potential of existing business activities. |
| Examination:<br>Written examination (90 minutes) or term paper (in the form of a project, duration 4 weeks) or oral examination (30 minutes). The specific form of examination will be announced at the beginning of the course.  |
| Usability:<br>Can also be chosen as an elective subject outside of the Digital Business specialization.   |

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| <b>Course: Digital Business Models</b>  |
| EDP designation: BWLB461B   |
| Lecturer: Prof. Dr Christian Braun (Substitute: Prof. Dr Claas Christian Wuttke)  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Seminar / compulsory subject in the specialization Digital Business  |
| Teaching language: German or English  |
| Contents: <ol style="list-style-type: none"> <li>1. Introduction to the digital transformation</li> <li>2. Basics of digital business models</li> <li>3. Customer centricity as the basis for successful business models</li> <li>4. Generating value by utilising digital potential</li> <li>5. Evolution of market and competitive structures and value creation philosophies</li> <li>6. New forms of customer relationships</li> <li>7. Starting points for digital transformation</li> </ol> |

Recommended literature:

Annarelli, A., Battistella, C., und Nonino, F. The Road to Servitization: How Product Service Systems Can Disrupt Companies' Business Models, Cham, 2019.

Christensen, Clayton C.: The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Boston, 2016.

Gassmann, O, Frankenberger, C., Choudury, M.: Business Model Navigator: The Strategies Behind the Most Successful Companies, 2. Auflage, Harlow, 2020.

Osterwalder A, Pigneur Y: Business Model Generation - A Handbook for Visionaries, Game Changers, and Challengers, Frankfurt, New York, 2011.

Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A.: Value Proposition Design - How to Create Products and Services Customers Want, Hoboken, 2014.

Tzuo, T., Weisert, G., Subscribed - Why the Subscription Model Will Be Your Company's Future-and What to Do About It, Milton Keynes, 2018.

Notes:

# Specialization

## Financial Management

# BWLB350F Corporate Management and Transfer Pricing

| Module name: <i>Corporate Management and Transfer Pricing</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB350F   |
| Module coordinator(s): Prof. Dr Stefan Bleiweis, Prof. Dr Benjamin R. Kern  |
| Module scope (ECTS): 5 CP (45 hours of classroom study, 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>The course offered builds on the foundation course of the Bachelor's degree programme.   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students will be able to evaluate the structure, instruments and measures of corporate management in an international business environment by <ul style="list-style-type: none"> <li>a) Naming factors influencing decisions and actions,</li> <li>b) reproducing management models in condensed form,</li> <li>c) linking their functionality to specific problems in order to later be able to evaluate their suitability for solving problems in companies,</li> <li>d) describing the typical intra-group transactions of MNEs,</li> <li>e) classifying the individual business units according to so-called functional and risk profiles,</li> <li>f) analysing typical intragroup transactions on this basis and apply internationally accepted transfer pricing methods.</li> </ul> <p>In order to ensure the fundamental "accuracy of fit" between corporate management and the transfer pricing system, after completing the module students will be able to understand the relationships between the management of multinational companies and the tax transfer pricing regulations, identify potential tensions that may arise and develop initial solutions from an international TP perspective.</p> |
| Examination:<br>Written examination (90 minutes) or term paper (in the form of a project, 6 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

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| <b>Course: Corporate Management</b>  |
| EDP designation: BWLB351F  |
| Lecturer: Prof. Dr Stefan Bleiweis   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester                                      |
| Type/Mode: Lecture / compulsory subject in the specialization Financial Management |

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| Teaching language: German or English  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Vision - Goals - Strategies</li> <li>• Long and short-term corporate planning</li> <li>• Value-orientated corporate management</li> <li>• P-D-C-A cycle</li> <li>• Controlling systems and management models</li> <li>• Risk management</li> </ul>                              |
| <p>Recommended literature:</p> <p>Drucker, Peter F.: Management: Tasks, Responsibilities, Practices. New York: Harper Business (latest edition).</p> <p>Perlitz, Manfred &amp; Schrank, Randolph: Internationales Management, UTB (latest edition).</p> <p>Rieg, Robert: Internationales Controlling, Vahlen Verlag (latest edition).</p> |

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| <b>Course: Fundamentals of International Transfer Pricing</b>   |
| EDP designation: BWLB352F   |
| Lecturer: Prof. Dr Benjamin R. Kern   |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the summer semester   |
| Type/Mode: Lecture / compulsory subject in the specialization Financial Management  |
| Teaching language: German or English  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Introduction to international transfer pricing</li> <li>• Basics of international transfer pricing: The F&amp;R profile and the common transfer pricing methods</li> <li>• Analysis of typical intra-group transactions</li> <li>• Analysis of selected business models and transfer pricing systems</li> </ul>                                   |
| <p>Recommended literature (in the current edition):</p> <p>Kroppen/Rasch, Handbuch Internationale Verrechnungspreise, Verlag Dr. Otto Schmidt.</p> <p>OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations.</p> <p>Renz/Wilmanns, Internationale Verrechnungspreise, Handbuch für Praktiker, Wiley-VCH.</p> <p>Vögele/Borstell/Bernhard, Verrechnungspreise, C.H.Beck</p> |

# BWLB360F Financial Controlling and Risk Management

| Module name: <i>Financial Controlling and Risk Management</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB360F   |
| Module coordinator(s): Prof. Dr Henrik Kunz, Prof. André Wölflé   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of external accounting   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students are able to: <ol style="list-style-type: none"> <li>1. record, describe, systematically analyse and reflect on the specific performance and financial situation of a company or group,</li> <li>2. analyse and optimise a company's risk management system and develop it from scratch,</li> </ol> by <ul style="list-style-type: none"> <li>• modeling the performance and financial situation, assess it on the basis of reference values and derive options for improvement on the basis of options for action,</li> <li>• understanding the function of the elements of a risk management system,</li> <li>• comparing the various instruments for identifying, assessing and managing risks in terms of their advantages and disadvantages and assess their effectiveness in different applications (e.g. using case studies),</li> </ul> in order to later develop into a competent contact person for a wide range of risk issues within the company and to assess the company's financial situation and organise it appropriately. |
| Examination:<br>Written exam (90 minutes) or term paper (processing time 3 weeks)<br>The specific form of examination will be announced at the beginning of the course.   |
| Usability:<br>The module is also part of the specialization in Financial Management in the Bachelor's degree programmes in Business Administration and Engineering.   |

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| <b>Course: Financial Controlling</b>   |
| EDP designation: BWLB361F  |
| Lecturer: Prof. André Wölflé   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory subject in the specialization Financial Management |
| Teaching language: German or English   |



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| Contents:<br>Operational and strategic performance and financial controlling, group controlling, investment controlling, investment portfolio management, value-oriented corporate management, company valuation  |
| Recommended literature:<br>Gleich, R.; Linsner, R. (Hrsg.): Finanzcontrolling, Freiburg 2019.<br>Heesen, B.: Cash- und Liquiditätsmanagement, 3. A., Wiesbaden 2016.<br>Mensch, G.: Finanz-Controlling, 2. A., München 2008.<br>Further information in the lecture. |
| Notes:  |

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| <b>Course: Risk Management</b>   |
| EDP designation: BWLB362F  |
| Lecturer: Prof. Dr Hendrik Kunz  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually   |
| Type and mode: Lecture / compulsory subject in the specialization Financial Management   |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Elements of a risk management system</li> <li>• Strategic and operational risk management</li> <li>• Risk identification, risk assessment, risk management</li> <li>• Organisational issues of risk management</li> </ul> |
| Recommended literature:<br>Diederichs, M.: Risikomanagement und Risikocontrolling, 4th edition, München 2018.<br>Vanini, U.: Risikomanagement: Grundlagen, Instrumente, Unternehmenspraxis, 2nd edition, Stuttgart 2021.   |
| Notes:<br>-  |

# BWLB450F Corporate Taxation and International Tax Law

| Module name: <i>Corporate Taxation and International Tax Law</i>  |
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| <b>Module overview</b>  |
| EDP designation: BWLB450F   |
| Module coordinator(s): Prof. Dr Katrin Haußmann   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of external accounting and the basics of taxation, comparable to the courses of the same name  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students have advanced knowledge of national and international corporate taxation in order to be able to comprehensively assess the consequences of business decisions. They are able to determine the taxable profit and the total tax burden of companies of different legal forms and solve more complex case studies on problem areas of income tax, corporation tax and trade tax. Business decisions are increasingly being made in an international context, so that students can also make simple tax planning considerations in the field of international tax law and quantify these. |
| Examination:<br>Written exam (90 minutes)   |
| Usability:<br>Corporate management and transfer pricing   |

| Course: Corporate Taxation and International Tax Law  |
|---|
| EDP designation: BWLB451F   |
| Lecturer: Prof. Dr Katrin Haußmann  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture / compulsory subject in the specialization Financial Management  |
| Teaching language: German or English  |
| Contents:<br>Determination of taxable profit, taxation of companies in the context of ongoing business activities (commercial sole proprietorship, partnership, corporation), comparison of legal forms, concept and causes of double taxation, law of double taxation agreements, taxation of cross-border business activities (direct business, permanent establishment, corporation), structuring alternatives |
| Recommended literature (in the current edition):<br>Brähler, G.: Internationales Steuerrecht, Springer.   |

Freichel, C. et al.: Ertragsteuern, utb.

Jacobs, O.H. et al: Unternehmensbesteuerung und Rechtsform, C.H. Beck.

Kudert, S.: Internationales Steuerrecht - leicht gemacht, Ewalt von Kleist Verlag.

Notes:

## BWLB460F Corporate Treasury

| Module name: <i>Corporate Treasury</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB460F   |
| Module coordinator(s): Prof. Dr Hendrik Kunz, Prof. Dr Susanne Kruse  |
| Module scope (ECTS): 5 CP (45 hours attendance, 105 hours self-study)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge comparable to the Business Mathematics II module, basic knowledge of statistics  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Participants will be able to find solutions on the capital market for investment issues and the management and evaluation of financial risks and interpret the resulting outcomes by <ul style="list-style-type: none"> <li>d. knowing the main investment options (cash instruments, futures instruments) and be able to differentiate and classify them according to key criteria (especially risk, return, liquidity),</li> <li>e. using fundamental analysis and chart techniques to apply the main methods for selecting securities,</li> <li>f. applying and scrutinising the fundamental models of modern portfolio theory (Markowitz mean-variance portfolio) and securities pricing (capital asset pricing model, arbitrage pricing theory) to both the composition and analysis of a portfolio,</li> <li>g. becoming familiar with the financial risks that occur in an internationally operating company and the need to systematically manage and measure these risks,</li> <li>h. extracting relevant information from a market environment as a basis for valuation and risk measurement,</li> <li>i. having in-depth knowledge of the evaluation of the relevant control instruments,</li> <li>j. Calculating and interpreting key risk figures for individual management instruments,</li> </ul> In order to be able to evaluate the possible applications of the instruments and procedures available for capital investment or for measuring and managing financial risks in a company in a practical context and to assess and quantify the associated opportunities, risks and limits. Students acquire the knowledge that will enable them to become competent contact persons for investment decisions and the management of financial risks in their future careers. |
| Examination:<br>Written exam (90 minutes) or term paper (duration 3 weeks). The specific examination will be announced at the beginning of the course.  |
| Usability:<br>The Corporate Treasury module is also part of the Financial Management specialization in the Bachelor's programmes in Business Administration and Engineering.  |

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| <b>Course: Asset Management</b>  |
| EDP designation: BWLB461F  |
| Lecturer: Prof. Dr Hendrik Kunz, Prof. Dr Susanne Kruse  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the winter semester  |
| Type and mode: Lecture / compulsory subject in the specialization Financial Management   |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Structure of the financial market</li> <li>• Instruments of the cash market</li> <li>• Sound basis for investment decisions</li> <li>• Portfolio theory</li> </ul>  |
| Recommended literature:<br>Beike R., Schlütz J.: Finanznachrichten: lesen – verstehen – nutzen, 6. Auflage, Stuttgart 2015.<br>Bruns C., Meyer-Bullerdiek F.: Professionelles Portfoliomanagement, 6. Auflage, Stuttgart 2020.<br>Murphy J.: Technische Analyse der Finanzmärkte, 9. Auflage, München 2011.<br>Steiner M., Bruns C., Stöckl S.: Wertpapiermanagement, 11. Auflage, Stuttgart 2017. |
| Notes:   |

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| <b>Course: Financial Derivatives</b>  |
| EDP designation: BWLB462F   |
| Lecturer: Prof. Dr Susanne Kruse, Prof. Dr Hendrik Kunz   |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture with integrated case studies / compulsory subject in the specialization Financial Management   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Basic principles of financial mathematics and interest calculation</li> <li>• Risk analysis of interest-bearing financial instruments</li> <li>• Fundamentals of the derivatives market and possible uses of financial derivatives</li> <li>• Valuation of selected financial derivatives (forwards, swaps and options)</li> </ul> |
| Recommended literature (in the current edition):<br>Albrecht, P.; Maurer, R.: Investment- und Risikomanagement, Schäffer-Poeschel.<br>Hull, J.: Optionen, Futures und andere Derivate, Pearson Studium.<br>Kruse, S.: Aktien-, Zins- und Währungsderivate, Springer Gabler Verlag.  |
| Notes:<br>It is recommended to attend the module Statistics BWLB310 before or parallel to this module.  |

# Specialization

# Sustainability Management

## BWLB350N Sustainability Economics

| Module name: <i>Sustainability Economics</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB350N   |
| Module coordinator(s): Prof. Dr Johannes Schmidt, Prof. Dr Benjamin Kern  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Ability to think and formulate logically and abstractly, basic mathematical knowledge of differential calculus, knowledge of microeconomics, comparable to the module of the same name   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can systematically present and analyse potential and already implemented political instruments/measures/interventions for the implementation of macroeconomic sustainability by <ul style="list-style-type: none"> <li>differentiating between the concepts of neoclassical environmental economics and ecological economics and evaluate them in terms of their validity and limitations as well as their justification of individual instruments,</li> <li>analysing the interactions between economic growth and sustainability using various models,</li> <li>understanding the mutually beneficial and contradictory aspects of market efficiency and sustainability and analyse them on a case-by-case basis,</li> <li>becoming familiar with concepts relating to competition policy, regulatory economics and consumer protection, reflect on them critically and assess and recommend them appropriately,</li> </ul> in order to be able to judge the adequacy of a sustainability-oriented economic policy and assess its significance for entrepreneurial action. |
| Examination:<br>Written exam (90 minutes) or term paper (duration 6 weeks) .<br>The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

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| <b>Course: Markets and Regulation</b> |
| EDP designation: BWLB351N             |
| Lecturer: Prof. Dr Benjamin Kern      |
| Hours per week (SWS): 2 SWS           |
| Availability: annually                |

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| Type and mode: Lecture / compulsory subject in the specialization in sustainability management  |
| Teaching language: German or English  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Market efficiency and sustainability,</li> <li>• Competition policy (prohibition of cartels, abuse control and merger control),</li> <li>• Regulation of natural monopolies,</li> <li>• Lack of information and consumer policy,</li> <li>• Tax transparency and fair taxation of MNEs</li> </ul>   |
| <p>Recommended literature (in the current edition):</p> <p>Michael Fritsch, Marktversagen und Wirtschaftspolitik – Mikroökonomische Grundlagen staatlichen Handelns, München.</p> <p>Wolfgang Kerber, Wettbewerbspolitik, in: Bender, Dieter et al. (Hrsg.), Vahlens Kompendium der Wirtschaftstheorie und Wirtschaftspolitik, München.</p> <p>Wolfgang Kerber und Ulrich Schwalbe: Ökonomische Grundlagen des Wettbewerbsrechts, in: Hirsch, Günther, Montag, Frank, and Franz-Jürgen Säger (eds.), Münchener Kommentar zum Europäischen und Deutschen Wettbewerbsrecht (Kartellrecht), Bd. 1: Europäisches Wettbewerbsrecht, München.</p> <p>OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations</p> |
| Notes:  |

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| <b>Course: Environmental Economics and Ecological Economics</b>  |
| EDP designation: BWLB352N  |
| Lecturer: Prof. Dr Johannes Schmidt  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory subject in the specialization in sustainability management   |
| Teaching language: German or English   |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Neoclassical environmental economics and environmental policy instruments,</li> <li>• Concepts of ecological economics,</li> <li>• Economic growth and sustainability,</li> <li>• Economic policy for the implementation of sustainability</li> <li>• Possibility and necessity of zero growth/degrowth</li> </ul>   |
| <p>Recommended literature (in the current edition):</p> <p>Hussen, A. Principles of Environmental Economics and Sustainability: An Integrated Economic and Ecological Approach. London: Routledge.</p> <p>Spash, C.L. (Hrsg.): Routledge Handbook of Ecological Economics: Nature and Society. London: Routledge.</p> <p>Baker, V.A. (Hrsg.): Alternative Approaches to Economic Theory: Complexity, Post Keynesian and Ecological Economics. London: Routledge.</p> |
| Notes:   |



## BWLB360N Sustainable Value Creation

| Module name: <i>Sustainable Value Creation</i>  |
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| <b>Module overview</b>  |
| EDP designation: BWLB360N   |
| Module coordinator(s): Prof. Dr.-Ing Hendrik Rust   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of product development and production comparable to module BWLB160 Product Development and Production  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students gain an in-depth understanding of the principles and processes of sustainable product development and supply chains, including the environmental, social and economic aspects.<br>They can apply methods and techniques of sustainable product development to find a sustainable solution for a product or technology.<br>Students will be able to assess the environmental, social and economic impact of a product and the supply chain on the environment and society and make decisions on sustainable value creation.<br>They are able to assess the costs and benefits of a sustainable product and supply chain and put forward arguments in favour of sustainable product development. |
| Examination:<br>Written examination (90 minutes) or oral examination (30 minutes) or term paper (in the form of a project, duration 4 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

| Course: <i>Sustainable Product Development</i>  |
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| EDP designation: BWLB361N   |
| Lecturer: Prof. Dr Hendrik Rust (Prof. Dr.-Ing Christian Wurll)   |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture / compulsory subject in the specialization in sustainability management  |
| Teaching language: German or English  |
| Contents:<br>The lecture "Sustainable Product Development" deals with the principles and methods that should be applied in the development of sustainable products. The content of the lecture includes the use of environmentally friendly materials and renewable energies, energy- |

efficient design and the development of products with a long service life. Furthermore, factors such as disposal, reuse and recycling are analysed. In the further course of the lecture, special attention is paid to the consideration of economy, environment and society in product development. The acquired knowledge is summarised and applied in a project.

Recommended literature:

Schuh, G. (2021): Sustainable Innovation: Nachhaltig Werte schaffen. Springer (E-Book).

Notes:

### **Course: Sustainable Supply Chains**

EDP designation: BWLB362N

Lecturer: Prof. Dr Birgit Ester (Prof. Dr.-Ing Claas Christian Wuttke)

Hours per week (SWS): 2 SWS

Availability: annually in the summer semester

Type and mode: Lecture / compulsory subject in the specialization in sustainability management

Teaching language: German or English

Contents:

- Dimensions of supply chain sustainability
- Objectives, measurement and evaluation parameters
- Strategic approaches for sustainable supply chains
- Operational aspects for sustainable supply chains

Recommended literature:

Henke, M./Kohl, H. (2021): Sustainability in Global Value Chains. Kogan Page 2021.

Further references will be announced in the lecture.

Notes:

# BWLB450N Sustainability-oriented Marketing Management

| <i>Sustainability-oriented Marketing Management</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB450N  |
| Module coordinator(s): Prof. Dr Anna Heszler, Prof. Dr Andrea Cnyrim   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of marketing (comparable with module BWLB260)   |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can apply the latest findings of sustainability-related marketing management in a practice-oriented manner by evaluating current research results and developing suitable sustainability strategies and measures on the basis of case studies and designing their implementation in the company in order to later participate in the market- and sustainability-oriented management of a company, thereby building trust and credibility for the company's products, services, decisions and actions. |
| Examination:<br>Coursework (in the form of a portfolio, duration 10 weeks) or coursework (in the form of a project, duration 6 weeks) or written examination (90 minutes); the exact form of examination will be announced at the beginning of the course.   |
| Usability:   |

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| <b>Course: Sustainability Marketing</b>   |
| EDP designation: BWLB451N   |
| Lecturer: Prof. Dr Anna Heszler (Deputy: Prof. Dr Christian Braun)  |
| Hours per week (SWS): 2   |
| Availability: annually in the winter semester   |
| Type and mode: Seminar / compulsory subject in the specialization in sustainability management  |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Basics of sustainability marketing</li> <li>• Changes in consumer and buyer behaviour</li> <li>• Development and implementation of sustainable marketing strategies</li> <li>• Sustainability aspects in the marketing mix</li> <li>• Case studies on selected, current aspects of sustainability marketing</li> </ul> |
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| <p>Recommended literature:</p> <p>Meffert, H./ Kenning, P./ Kirchgeorg, M. [Hrsg.] (2014): Sustainable Marketing Management – Grundlagen und Cases, Wiesbaden.</p> <p>Jäger, A./ Weber, A./ Kirchgeorg, M. (2019): Werbung für ökologisch nachhaltige Produkte – ein Forschungsüberblick mit Gestaltungsempfehlungen für die Praxis, Arbeitspapier Nr. 229 der Wissenschaftliche Gesellschaft für marktorientierte Unternehmensführung.</p> <p>GS1 Germany (2022): Sustainable Product Claims 2.0 Ein Leitfaden für die transparente Kommunikation von Nachhaltigkeits-Claims, Köln.</p> <p>Kirchgeorg, M./ Buerke, A./ Yang, X./ Wiedmann, K./ Karampourniot, E. (2018): Handlungsempfehlungen für die Förderung nachhaltigen Konsums am Point of Sale, Leipzig/Hannover.</p> <p>Jäger, A./ Weber, A./ Kirchgeorg, M. (2020): Sustainability Apps – The Key to Promoting Sustainable Shopping?, Marketing Review St. Gallen: 37(4), p. 64-71.</p> <p>Notes:</p> <p>-</p> |
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| <b>Course: Leading Sustainable Change</b>  |
| EDP designation: BLBW452N  |
| Lecturer: Prof. Dr Andrea Cnyrim   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture with exercises (laboratory character) / compulsory subject in the specialization in sustainability management   |
| Teaching language: German or English   |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Sustainability-related communication</li> <li>• Selected socio-psychological concepts in sustainability-related communication</li> <li>• Trust and credibility as the basis for sustainability-related communication</li> <li>• Networking and cooperation to establish sustainability</li> <li>• Realising sustainability-related projects as a team</li> <li>• Conflict and cooperation on sustainability issues</li> <li>• Mobilise your own resources</li> </ul>   |
| <p>Recommended literature:</p> <p>As specified and at the discretion of the lecturer; the current list is stored in the Learning Management System.</p> <p>Baber, A. 2015: Strategic connections. The new face of networking in a collaborative world. New York: Amacom.</p> <p>Goleman, D. 2013. Focus. The hidden driver of excellence. New York: Harper Collins.</p> <p>Kaats, E./Opheij W. 2014: Creating conditions for promising collaboration. Alliances, networks, chains, strategic partnerships. Berlin: Springer Management.</p> <p>Mikkola, L./Valo, M. (ed.). 2020. Workplace Communication. New York: Routledge.</p> <p>Stadler, S. 2020. Conflict, culture and communication. New York: Routledge.</p> <p>Zerfaß, A./ Rademacher, L./Wehmeier, S. 2013. Organisationskommunikation und Public Relations. Forschungsparadigmen und neue Perspektiven. Wiesbaden: Springer.</p> |
| Notes: The language of the course is at the discretion of the teacher.   |

Interdisciplinary group and project work also takes place in the course, and small group work is also continued outside the lecture theatre as part of independent study.

# BWLB460N Sustainable Financing and Integrated Corporate Management

| Module name: <i>Sustainable Financing and Integrated Corporate Management</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB460N  |
| Module coordinator(s): Prof. Dr Holger Perlwitz, Prof. André Wölflé  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Basic knowledge of external accounting  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can <ul style="list-style-type: none"> <li>• recognise, structure and describe legal, supra-legal and societal (ecological, social, economic and political) requirements, developments and expectations regarding sustainability dimensions,</li> <li>• describe and structure the implications of the basic concepts of sustainable development for corporate finance and the financial sector,</li> <li>• collect and justify key requirements for internal and external reporting and the provision of information for the management of companies with regard to sustainability issues,</li> </ul> by <ul style="list-style-type: none"> <li>• analysing the relevance of the requirements, developments and expectations regarding the sustainability dimensions for the company and translate them into company-relevant requirements through selection and prioritisation,</li> <li>• analysing and comparing different financing concepts for sustainable investments based on models for company management and investors,</li> <li>• deriving financial and non-financial performance indicators for company management and reporting parameters for reporting purposes from various management concepts,</li> </ul> in order to <ul style="list-style-type: none"> <li>• fulfil legal requirements (e.g. management report), design governance processes and contribute to corporate communications,</li> <li>• provide decision-making support for company management in the structuring of financing concepts,</li> <li>• propose and prioritise feasible options to the company management for structuring corporate management,</li> <li>• increase the attractiveness of the company for all stakeholder groups.</li> </ul> |

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| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes) or term paper (duration 3 weeks) with presentation (15 minutes). The specific examination will be announced at the beginning of the course. |
| Usability:  |

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| <b>Course: Integrated Corporate Management</b>   |
| EDP designation: BWLB461N  |
| Lecturer: Prof. André Wölfle   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the winter semester  |
| Type and mode: Lecture / compulsory subject as part of the specialization in sustainability management   |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Financial and non-financial corporate management: Sustainable Development Goals;</li> <li>• Sustainability reporting and management report;</li> <li>• Impact on the governance process;</li> <li>• Supply chain law/risk management;</li> <li>• Remuneration systems; control systems;</li> <li>• Creditworthiness/rating, sustainability targets and investment appraisal.</li> </ul> |
| Recommended literature:<br>Sopp, K.; Baumüller, J.; Scheid, O.: Die nichtfinanzielle Berichterstattung, Herne Verlag 2021.<br>Further literature recommendations in the lecture notes.   |
| Notes:   |

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| <b>Course: Sustainable Financing (Sustainable Finance)</b>   |
| EDP designation: BWLB462N  |
| Lecturer: Prof. Dr Holger Perlwitz   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the winter semester  |
| Type and mode: Lecture / compulsory course as part of the specialization in sustainability management  |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Basics &amp; Terms Sustainable Finance</li> <li>• Overview: Political goals, goals of initiatives, companies, investors, etc.</li> <li>• Fundamentals of credit and ESG ratings &amp; reporting</li> <li>• Introduction to sustainable capital market financing</li> <li>• Further financing options for sustainable investments</li> </ul> |
| Recommended literature:  |

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| Lecture notes, further references will be given in the lecture. |
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| Notes: |
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# Specialization

# Innovation and Entrepreneurship

# BWLB350X Project: Prototyping and Validation of Business Ideas

| Module name: <i>Project: Prototyping and Validation of Business Ideas</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB350X  |
| Module coordinator(s): Prof. Dr Anna Heszler   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration and marketing, comparable to the courses of the same name  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students are able to review the chances of success of an existing, innovative business idea with relevant potential customers and stakeholders and develop it further in a success-oriented manner by using the methods of design thinking, lean startup and (rapid) prototyping and continuously validate or falsify previously formulated hypotheses in dialogue with potential customers and continuously incorporate the findings into the further development of the business idea in order to be able to develop innovative business ideas into viable business models in their professional activities. |
| Examination:<br>Student research project (in the form of a portfolio, duration 10 weeks) or student research project (in the form of a project, duration four weeks) or student research project (duration four weeks). The exact form of examination will be announced at the beginning of the course   |
| Usability:<br>The module is also offered in the specialization Innovation and Technology Entrepreneurship in the Bachelor's degree programme in Business Administration and Engineering (WINB350X)   |

| Course: Project: Prototyping and Validation of Business Ideas   |
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| EDP designation: BWLB351X   |
| Lecturer: Prof. Dr Anna Heszler (Deputy: Prof. Dr Carsten Hahn)   |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Seminar / compulsory subject in the specialization Innovation and Entrepreneurship                                   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Introduction to design thinking, lean startup and (rapid) prototyping</li> </ul> |

- Introduction to the existing business idea
- Continuous development of prototypes and validation (and, if necessary, further development) of the existing business idea

Recommended literature:

Bland, D./ Osterwalder, A. (2020): Testing Business Ideas: Mit kleinem Einsatz durch schnelle Experimente zu großen Gewinnen.

Blank, S. (2020): The Four Steps to the Epiphany: Successful Strategies for Products that Win.

Blank, S./ Dorf, B. (2017): Das Handbuch für Startups – Schritt für Schritt zum erfolgreichen Unternehmen.

Christensen, C. M. (2016): The Innovator's Dilemma.

Fitzpatrick, R. (2016): Der Mom Test – Wie Sie Kunden richtig interviewen und herausfinden, ob Ihre Geschäftsidee gut ist – auch wenn Sie dabei jeder anlügt.

Gassmann, O./ Frankenberger K./ Csik, M. (2017): Geschäftsmodelle entwickeln - 55 innovative Konzepte mit dem St. Galler Business Model Navigator.

Osterwalder, A./ Pigneur, Y. (2011): Business Model Generation - Ein Handbuch für Visionäre, Spielveränderer und Herausforderer.

Osterwalder, A./ Pigneur, Y./ Bernarda, G./ Smith, A. (2015): Value Proposition Design.

Ries, E. (2014): Lean Startup - Schnell, risikolos und erfolgreich Unternehmen gründen.

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## BWLB360X Developing and Implementing

| Module name: <i>Developing and Implementing</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB360X   |
| Module coordinator(s): Prof. Dr Claas Christian Wuttke  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Basic knowledge of operational and technical contexts and processes comparable to the course "General Business Administration" and the module "Product Development and Production"   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students are able to plan and manage the implementation of new business ideas in an interdisciplinary manner by selecting suitable methods, in particular development, quality and project management, in order to develop business ideas into concrete goods and services that can be provided with the available resources and networks. Students are familiar with the technological and legal requirements (in particular product liability) for the development of new goods and services and are thus able to utilise and sustainably protect their own company's know-how. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes)<br>The specific form of examination will be announced at the beginning of the course.   |
| Usability:<br>Also suitable for the specialization in Innovation and Technology Entrepreneurship in the Business Administration and Engineering degree programme  |

| Course: <b>Developing and Implementing</b>  |
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| EDP designation: BWLB361X   |
| Lecturer: Prof. Dr Claas Christian Wuttke, Substitute: Prof. Dr Hendrik Rust  |
| Hours per week (SWS): 4   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture - flipped classroom / compulsory subject in the specialization Innovation and Entrepreneurship   |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Differentiation between goods and services, portfolio management</li> <li>• Methods and organisation of product development, model-based product development</li> <li>• Integration of internal and external stakeholders, quality and project management</li> </ul> |

- Technology management and legal aspects
- Systematic development of data-based services

Recommended literature:

Cooper, R. G. (2010): Top oder Flop in der Produktentwicklung. Erfolgsstrategien: Von der Idee zum Launch. 2. Auflage, Weinheim: WILEY-VCH.

Schlattmann, J.; Seibel, A. (2017): Aufbau und Organisation von Entwicklungsprojekten: Berlin [u. a.]: Springer.

Ehrenspiel, K.; Meerkamm, H. (2017): Integrierte Produktentwicklung: Denkabläufe, Methodeneinsatz, Zusammenarbeit. München: Hanser.

Eisenberg, C.; Gilddeggen, R.; Reuter, A.; Willburger, A. (2014) Produkthaftung. Kompaktwissen für Betriebswirte, Ingenieure und Juristen. München: Oldenbourg.

Gassmann, O.; Bader, M. (2017): Patentmanagement. Innovationen erfolgreich nutzen und schützen. Berlin [u. a.]: Springer Gabler.

Gerl, S. (2020): Innovative Geschäftsmodelle für industrielle Smart Services. Ein Vorgehensmodell zur systematischen Entwicklung. Wiesbaden: Springer Gabler.

Gochermann, J. (2020): Technologiemanagement. Technologien erkennen, bewerten und erfolgreich einsetzen. Wiesbaden: Springer.

Jantzer, M.; Nentwig, G.; Deininger, C.; Michl, T. (2019): Die Kunst, eine Produktentwicklung zu führen. Erfolgreiche Konzepte aus der Unternehmenspraxis. Wiesbaden: Springer Vieweg.

Neudörfer, A. (2021): Konstruieren sicherheitsgerechter Produkte. Methoden und systematische Lösungssammlungen zur EG-Maschinenrichtlinie. Wiesbaden: Springer-Vieweg.

Scheer, A.-W. (2020): Unternehmung 4.0. Vom disruptiven Geschäftsmodell zur Automatisierung der Geschäftsprozesse. Wiesbaden: Springer Gabler.

Scholz, U. et al. (2018): Praxishandbuch Nachhaltige Produktentwicklung. Berlin [u. a.]. Springer Gabler

Timinger, H. (2017): Modernes Projektmanagement. Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg. Weinheim: Wiley-VCH.

Vajna, S.; Weber, C.; Zeman, K.; Hehenberger, P.; Gerhard, D.; et al. (2018): CAx für Ingenieure. Wiesbaden: Springer-Vieweg.

Wuttke, C.C. et al. (2016): Adaptable and Customizable Development Process for Product-Service-Systems. Procedia CIRP No. 47, 317 – 322.

Wuttke, C.C. et al. (2018): Systematic Prototyping of Product-Service Systems. Procedia CIRP No. 73, 50 – 55.

Wuttke, C.C. et al. (2019): Individualized Customer Integration Process for the Design of Industrial Product-Service-Systems. Procedia CIRP 63, p. 83–88.

Wuttke, C.C. et al. (2020): Strategic planning of continuous stakeholder involvement in the design of industrial product-service systems. IET Collaborative Intelligent Manufacturing 2 (3), p. 123-131.

Notes:

## BWLB450X Project: Development of Business Ideas

| Module name: <i>Project: Development of Business Ideas</i>   |
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| <b>Module overview</b>   |
| EDP designation: BWLB450X  |
| Module coordinator(s): Prof. Dr Anna Heszler   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration and marketing, comparable to the modules of the same name  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can apply innovation and creativity techniques to a real, challenging situation (e.g. in a company, association or community/city) in a problem- and solution-oriented manner by using the user- and customer-centred, iterative procedures and processes (especially design thinking) discussed in the course by first placing the customer and user at the centre and then developing initial ideas in a solution-oriented manner, designing simple prototypes and testing them with users or customers and drawing conclusions from the results in order to be able to systematically develop innovative solutions and business ideas for problems in their professional activities. |
| Examination:<br>Student research project (in the form of a portfolio, duration 10 weeks) or project work (duration 4 weeks) or student research project (duration 4 weeks). The exact form of examination will be announced at the beginning of the course.  |
| Usability:<br>The module is also offered in the specialization Innovation and Technology Entrepreneurship in the Bachelor's degree programme in Business Administration and Engineering (WINB450X).  |

| Course: Project: Development of Business Ideas   |
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| EDP designation: BWLB451X  |
| Lecturer: Prof. Dr Anna Heszler (Deputy: Prof. Dr Carsten Hahn)  |
| Hours per week (SWS): 4 SWS  |
| Availability: annually in the winter semester  |
| Type and mode: Seminar / compulsory subject in the specialization Innovation and Entrepreneurship)   |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Development of initial business ideas (especially with the Design Thinking method) for a relevant practical challenge</li> <li>• Familiarisation with and use of various creativity techniques</li> </ul> |

- Developing simple prototypes and initial tests of the resulting business idea

Recommended literature:

Bland, D./ Osterwalder, A. (2020): Testing Business Ideas - Mit kleinem Einsatz durch schnelle Experimente zu großen Gewinnen.

Brown, T. (2008): Design Thinking, Harvard Business Review, 86(6), 84-95.

Brown, T. (2019): Change by Design - How Design Thinking Transforms Organizations and Inspires Innovation.

Fitzpatrick, R. (2016): Der Mom Test – Wie Sie Kunden richtig interviewen und herausfinden, ob Ihre Geschäftsidee gut ist – auch wenn Sie dabei jeder anlügt.

Gassmann, O./ Frankenberger K./ Csik, M. (2017): Geschäftsmodelle entwickeln - 55 innovative Konzepte mit dem St. Galler Business Model Navigator.

Gray, D. (2011): Gamestorming – Ein Praxisbuch für Querdenker, Moderatoren und Innovatoren.

Knapp, J./ Zeratsky, J./ Kowitz, B. (2016): Sprint – How to Solve Big Problems and Test New Ideas in Just Five Days.

Osterwalder, A./ Pigneur, Y. (2011): Business Model Generation - Ein Handbuch für Visionäre, Spielveränderer und Herausforderer.

Osterwalder, A./ Pigneur, Y./ Bernarda, G./ Smith, A. (2015): Value Proposition Design.

Notes:

## BWLB460X Entrepreneurship

| Module name: <i>Entrepreneurship</i>  |
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| <b>Module overview</b>  |
| EDP designation: BWL460X  |
| Module coordinator(s): Prof. Dr Carsten H. Hahn   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can name the differences between entrepreneurship, intrapreneurship and corporate entrepreneurship by explaining and differentiating the aforementioned models in order to be able to contribute to solving entrepreneurial tasks and challenges within and outside a company. |
| Examination:<br>Student research project (in the form of a project work, 4 weeks) or student research project (4 weeks). The exact form of examination will be announced at the beginning of the course.  |
| Usability:<br>The module is also offered in the specialization Innovation and Technology Entrepreneurship in the Bachelor's degree programme in Business Administration and Engineering (WINB460X).   |

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| <b>Course: Entrepreneurship</b>  |
| EDP designation: BWLB461X  |
| Lecturer: Prof. Dr Carsten H. Hahn (Deputy: Prof. Dr Anna Heszlér)   |
| Hours per week (SWS): 4 SWS  |
| Availability: annually in the winter semester  |
| Type and mode: Seminar / compulsory subject in the specialization Innovation and Entrepreneurship  |
| Teaching language: German or English   |
| Contents: <ul style="list-style-type: none"> <li>• Introduction to basic concepts of entrepreneurship</li> <li>• Introduction to intrapreneurship and corporate entrepreneurship</li> <li>• Development of business models and patterns</li> </ul>   |
| Recommended literature: <p><a href="https://www.edx.org/course/becoming-an-entrepreneur">https://www.edx.org/course/becoming-an-entrepreneur</a></p> <p>Aulet B.: Disciplined Entrepreneurship (2013): 24 Steps to a Successful Startup.</p> <p>Tidd, J. R. und Bessant, J. (2015): Innovation and Entrepreneurship. Chichester: John Wiley &amp; Sons. 3. Aufl.</p> |



Drucker, P.: Innovation and Entrepreneurship. New York: Harper Business (Reprint), 2006

Blank, S., Dorf, B. (2017): Das Handbuch für Startups – Schritt für Schritt zum erfolgreichen Unternehmen.

Christensen, C. M. (2016): The Innovator's Dilemma.

Gassmann, O., Frankenberger K., Csik, M. (2017): Geschäftsmodelle entwickeln - 55 innovative Konzepte mit dem St. Galler Business Model Navigator.

Osterwalder, A., Pigneur, Y. (2011): Business Model Generation - Ein Handbuch für Visionäre, Spielveränderer und Herausforderer.

Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A. (2015): Value Proposition Design

Ries, E. (2015): Lean Startup - Schnell, risikolos und erfolgreich Unternehmen gründen.

Notes:

# Specialization

# Consulting

## BWLB350C Company Analysis and Consulting

| Module name: <i>Company Analysis and Consulting</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB350C   |
| Module coordinator(s): Prof André Wölflé  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of general business administration and external accounting, comparable to the previous courses   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can record, describe and analyse the current situation (formal objectives, factual objectives) of a company from the perspective of business and management consulting (financial, performance and overall company situation) by modelling the financial perspective, the organisational perspective (including organisational concepts, business processes, business models) and the management concept and comparing them with reference systems in order to design and evaluate strategic and operational decision-making proposals for restructuring, reorganisation and redesign and to develop implementation recommendations. |
| Examination:<br>Written exam (90 minutes) or term paper (3 weeks). The specific form of examination will be announced at the beginning of the course.   |
| Usability:  |

| Course: <b>Company Analysis and Consulting</b>  |
|---|
| EDP designation: BWLB351C   |
| Lecturer: Prof. André Wölflé  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture / compulsory subject in the specialization Consulting  |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Selected approaches to financial analysis</li> <li>• Success analysis</li> <li>• Organisational concepts</li> <li>• Control concepts</li> <li>• Business processes</li> <li>• Business models</li> </ul> |
| Recommended literature:   |

Behringer, S.: Unternehmenssanierung, Wiesbaden 2017.  
Gadatsch, A.: Grundkurs Geschäftsprozessmanagement, 9. Auflage, Wiesbaden 2020.  
Gassmann, O./Frankenberger, K.: Geschäftsmodelle entwickeln, München 2021.  
Leoprechting, G. (Hrsg.): Unternehmenssanierung, Herne 2021.  
Marek, D.: Organisationsdesign, Wiesbaden 2020.  
Schmelzer, H./Sesselmann, W.: Geschäftsprozessmanagement in der Praxis, 9. Auflage, München 2020.  
Schreyögg, G./Geiger, D.: Organisation, Wiesbaden 2016.  
Seefeldler, G.: Sanierungsplan, Weil im Schönbuch, 2020.  
Seppelfricke, P.: Unternehmensanalysen, Stuttgart 2019.  
Wirtz, B.: Business Model Management, Wiesbaden 2017.

Notes:

## BWLB360C Team and Intercultural Competence

| Module name: <i>Team and Intercultural Competence</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB360C   |
| Module coordinator(s): Prof. Dr Andrea Cnyrim   |
| Module scope (ECTS): 5 CP (45 h attendance study 105 h self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Above-average English language skills (at least at C1 level of the CEFR) are expected. It is recommended to take the "Certificate of Proficiency in English for Professional Purposes" before attending the specialization.  |
| Prerequisites according to SPO:<br>None-  |
| Competences:<br>This module enables students to apply communication and cooperation strategies to build relationships (including international ones), trust and credibility by: <ul style="list-style-type: none"> <li>• assessing different forms of communication with regard to different goals and requirements of cooperation and select suitable communication and argumentation behaviour,</li> <li>• Selecting communication strategies to build trust and credibility,</li> <li>• initiating local and virtual cooperation and apply suitable methods for organising cooperation,</li> <li>• Recognising conflict potential and using methods of resource- and solution-oriented conflict management and</li> <li>• designing their own learning processes in a self-directed and collaborative way using analogue and digital media,</li> </ul> to be able to act in a goal- and solution-orientated, competent, autonomous and confident manner as convincing experts in companies and project teams, with whom they can solve current challenges in heterogeneous and diverse (also intercultural) work contexts in our increasingly networked corporate world. |
| Examination:<br>Coursework (in the form of a portfolio, duration 10 weeks) or coursework (in the form of a project, duration 6 weeks) or written examination (90 minutes). The exact form of examination will be announced at the beginning of the course.  |

| Course: Team and intercultural competence                               |
|---|
| EDP designation: BWLB361C   |
| Lecturer: Prof. Dr Andrea Cnyrim  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester                           |
| Type/Mode: Lecture / compulsory course in the specialization Consulting |

Teaching language: German or English

Contents:

- **Communication**  
Communication (types, models and channels); maxims and axioms of communication; communication rules and disruptions; communicative as cultural styles
- **Selected socio-psychological concepts**  
Attitudes (content, structure, purpose) and attitude change; Social influence and affiliation; Incidental social influence; Group, role, status; Minority influence
- **Trust and credibility**  
Definition of trust; Appreciative communication; Organisational culture and rules of conduct, Psychological contracts; Transparent communication
- **Networking & Cooperation**  
Sustainable relationships in the workplace: digital interaction & building trust; team building, team processes and team flow; forms of cooperation; discussion management and moderation; social interaction in diverse and distributed teams; meetings; organising collaboration locally and virtually (incl. use of media); planning team and learning processes in an agile, collaborative and mobile way
- **Realising projects in a team**  
Team communication in the workplace; effectively setting goals - focusing - reflecting; agile handling of time; (self-)coaching and inner team; strategies and methods of motivation and self-management
- **Conflict & co-operation**  
Orientations for action in conflict and conflict styles in different cultures; recognising conflict potential; developing empathy for oneself and others; conflict resolution through negotiation as a means of cooperation; constructive negotiation (interests instead of positions); achieving win-win solutions; empathy and non-violent communication
- **Mobilising your own resources**  
Recognising resources - regulating emotions; lateral thinking and creativity; transfer strength and willpower
- **Intercultural competence for the vuca-world**  
Competence(s) in diverse, distributed and virtual teams; intercultural sensitivity, competence and CQ (cultural intelligence); intercultural competence measurement and development

Recommended literature:

as specified and at the discretion of the lecturer; the current list is stored in the Learning Management System.

Baber, A. 2015: Strategic connections. The new face of networking in a collaborative world. New York: Amacom.

Goleman, D. 2013. Focus. The hidden driver of excellence. New York: Harper Collins.

Kaats, E./Opheij W. 2014: Creating conditions for promising collaboration. Alliances, networks, chains, strategic partnerships. Berlin: Springer Management.

Mikkola, L./Valo, M. (ed.). 2020. Workplace Communication. New York: Routledge.

Stadler, S. 2020. Conflict, culture and communication. New York: Routledge.

Zerfaß, A./ Rademacher, L/Wehmeier, S. 2013. Organisationskommunikation und Public Relations. Forschungsparadigmen und neue Perspektiven. Wiesbaden: Springer.

Notes: The module also includes small group work, which will be continued outside the classroom as part of the self-study programme. The course will generally be held in English, so participants are expected to have a corresponding level of English (B2/C1 CEFR).

## BWLB450C Creativity and Innovation Methods

| Module name: <i>Creativity and Innovation Methods</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB450C   |
| Module coordinator(s): Prof. Dr Carsten H. Hahn   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students are able to define the most important dimensions, characteristics, functions and drivers of innovation and entrepreneurship. Students are familiar with a variety of creativity techniques and are able to apply these to a complex problem and moderate them in a targeted manner in a group in order to systematically develop product and business model innovations. |
| Examination:<br>Student research project (can also be carried out as project work, duration 4 weeks). The exact modalities will be announced at the beginning of the lecture.   |
| Usability:<br>This module is also offered in the specialization Management of Sustainable Product Development in the Bachelor's degree programme in Business Administration and Engineering (module WINB450H).  |

| Course: Creativity and Innovation Methods   |
|---|
| EDP designation: BWLB451C   |
| Lecturer: Prof. Dr Carsten H. Hahn (Deputy: Prof. Dr Hendrik Rust)  |
| Hours per week (SWS): 4   |
| Availability: annually in the winter semester   |
| Type and mode: Seminar / compulsory subject in the specialization Consulting  |
| Teaching language: German or English  |
| Contents: <ul style="list-style-type: none"> <li>• Introduction to the topic of creativity, product, process, service and business model innovation</li> <li>• Introduction to current methods and techniques (635 method, De Bono hats, Advocatus Diaboli, Walt Disney method) for developing and selecting ideas</li> <li>• Characterising user-centred, iterative and interdisciplinary innovation approaches</li> </ul> |
| Recommended literature:<br>Tidd, J. R. und Bessant, J. (2015): Innovation and Entrepreneurship. Chichester: John Wiley & Sons. 3. Aufl.<br>Drucker, P. (2006): Innovation and Entrepreneurship. New York: Harper Business (Reprint).  |



Hauschildt J., Salomo S., Schultz C. D. und Kock A. (2016): Innovationsmanagement. Vahlen.

Blair, S., Rillo, M. und Dröge, J. (2019): Serious Work: Meetings und Workshops mit der Lego® Serious Play® Methode moderieren. Vahlen.

De Bono, E. (2002): De Bonos neue Denkschule, mvg Verlag.

Kelley, T. und Kelley (2013): Creative confidence: Unleashing the creative potential within us all. New York: Crown Business.

Higgins, J. M. (2006): 101 Creative Problem Solving Techniques. New Management Publishing Company. Master Innovation und Entrepreneurship - IUE Sommersemester 2022 12.

Von Aerssen, B. und Bucholz, C. (2018): Das große Handbuch Innovation: 555 Methoden und Instrumente für mehr Kreativität und Innovation im Unternehmen. Vahlen.

Lewrick, Michael, Patrick Link and Larry Leifer (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Hoboken: Wiley.

Lewrick, M., Link, P. und Leifer, L. (2020): The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods. Hoboken: Wiley.

Dark Horse Innovation (2016): Digital Innovation Playbook. Murmann Publishers.

Brown, T. (2008): Design thinking: Harvard Business Review, 86(6), 84-95.

IDEO (2015): The field guide to human-centered design.

Brown, T. (2019): Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. New York: HarperCollins.

Osterwalder, A., Pigneur, Y., Bernarda, G. und Smith, A. (2014): Value Proposition Design: How to Create Products and Services Customers Want. Hoboken: John Wiley & Sons.

Von Kanitz, A. (2020): Crashkurs Professionell Moderieren. Haufe. 2. Auflage.

Lienhart, A. (2019): Seminare, Trainings und Workshops lebendig gestalten. Haufe.

Notes:

## BWLB460C Strategy Development and Implementation

| Module name: <i>Strategy Development and Implementation</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB460C   |
| Module coordinator(s): Prof. Dr Markus Schwarz (Prof. Dr.-Ing. Hendrik Rust)  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of general business administration, macro- and microeconomics, comparable to the courses/modules of the same name  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can identify and categorise a corporate strategy by applying the key instruments of competitive environment analysis, resource analysis, target taxonomy and implementation to a specific business situation in order to develop a solid basis for generating competitive strategies. Building on this, they will be able to independently generate strategic options and evaluate them based on their context-specific effectiveness. Students are able to generate a "transformation plan" for an application situation by applying a change management procedure model and thus create an important basis for effective implementation. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes) or term paper (in the form of a project, 4 weeks).<br>The specific form of examination will be announced at the beginning of the course.  |
| Usability:<br>Can also be used as an elective subject in the Business Administration and Engineering degree programme.  |

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| <b>Course: Strategy Development</b>   |
| EDP designation: BWLB461C   |
| Lecturer: Prof. Dr Markus Schwarz (Prof. Dr Christian Braun)  |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture / compulsory course as part of the specialization in Consulting  |
| Teaching language: German or English  |
| Contents:<br>The concept of strategy - Goals, values and performance - Industry analysis - Critique and competitive analysis extensions - Analyzing resources and capabilities - Organizational |

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| structure and management systems: The fundamentals of strategy implementation - The Sources and Dimensions of Competitive Advantage - Industry Evolution Strategic Change |
| Recommended literature:<br>Grant, Robert M. (2022), Contemporary Strategy Analysis, Hoboken, NJ: Wiley.   |
| Notes:  |

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| <b>Course: Strategy Implementation</b>   |
| EDP designation: BWLB462C  |
| Lecturer: Prof. Dr.-Ing. Hendrik Rust (Prof. Dr. Christian Braun)  |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory course as part of the specialization in Consulting   |
| Teaching language: German or English   |
| Contents:<br>This lecture focuses on the critical process of translating a strategy into action. It covers the essential elements of strategy implementation, including organizational design, resource allocation, performance management and change management. It examines the important role of leadership in the implementation process, and the sources of resistance to change. It also discusses the importance of communication and incentives in successful implementation. Finally, the lecture offers practical advice and case studies to help students understand the complexities of strategy implementation. |
| Recommended literature:<br>Nieto-Rodriguez, Antonio and Speculand, Robin (2022), Strategy Implementation Playbook: A Step-By-Step Guide: Strategy Implementation Institute Pte Ltd.  |
| Notes:   |

# Specialization

# Supply Chain Management

## BWLB350S Intralogistics

| Module name: <i>Intralogistics</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB350S   |
| Module coordinator(s): Prof. Dr.-Ing. Christian Wurll   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Basic knowledge of automation and process technology   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students can apply the various methods and concepts for identifying products, storing, sorting and picking goods by <ul style="list-style-type: none"> <li>• The new programme provides a comprehensive overview of the state of the art and research in the field of intralogistics,</li> <li>• get to know and analyse selected case studies and practical examples and develop exemplary solutions,</li> </ul> in order to be able to design and evaluate intralogistical solutions from customer-specific requirements at a later date. |
| Examination:<br>Written examination (90 minutes) or term paper (in the form of a project, 4 weeks) + oral examination (20 minutes) or oral examination (30 minutes). The specific form of examination will be announced at the beginning of the course.   |
| Usability:  |

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| <b>Course: Intralogistics</b>  |
| EDP designation: BWLB351S  |
| Lecturer: Prof. Dr.-Ing. Christian Wurll   |
| Hours per week (SWS): 4 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture / compulsory subject in the specialization Supply Chain Management  |
| Teaching language: German  |
| Contents: <ul style="list-style-type: none"> <li>• Overview, limits and current development trends in material flow technology</li> <li>• Concepts, content, trends, fields of application and challenges in the field of digitalisation (Industry 4.0, Internet of Things)</li> <li>• Identification systems and packaging types</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Conveyor technology, continuous conveyors, discontinuous conveyors, automated guided vehicles (AGVs) Storage and racking types, storage functions, storage types and systems</li> <li>• Basics and technical components of order picking systems</li> </ul> |
| <p>Recommended literature:<br/> Materialflusssysteme, ten Hompel (2018), Handbuch Industrie 4.0 Band 3: Logistik (2020)<br/> Fahrerlose Transportsystem, Ullrich (2023), Warehousing 4.0 (2017).</p>   |
| <p>Notes:</p>  |

# BWLB360S Planning and Control of Complex Logistics Networks

| <i>Planning and Control of Complex Logistics Networks</i>   |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB360S   |
| Module coordinator(s): Prof. Dr Claas Christian Wuttke  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of general business administration, logistics, product and production  |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>The students can: <ul style="list-style-type: none"> <li>• formulate a technology strategy and plan measures for implementation by selecting and applying suitable technology management methods appropriate to the situation,</li> <li>• formulate a strategy for the optimal design and economic utilisation of complexity for your area and plan measures for implementation by using methods to determine and evaluate both internal complexity and the boundary conditions that determine complexity,</li> <li>• formulate and justify approaches to optimising processes for planning new or redesigning existing logistics systems by evaluating existing planning procedures with the concepts and potential of the digital factory,</li> </ul> in order to design an effective logistics system for your company and integrate it into logistics networks in such a way that the company's objectives are achieved in a sustainable and robust manner. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes). The specific form of examination will be announced at the beginning of the course.   |
| Usability:<br>The module is also offered as WINB360S in the Supply Chain Management specialization of the Business Administration and Engineering degree programme.   |

| <b>Course: Planning and control of complex logistics networks</b>  |
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| EDP designation: BWLB361S  |
| Lecturer: Prof. Dr Claas Christian Wuttke, Substitute: Prof. Dr Christoph Roser  |
| Hours per week (SWS): 4 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Lecture - inverted classroom / compulsory subject as part of the Supply Chain Management specialization |

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| Teaching language: German   |
| <p>Contents:</p> <p>Among other things:</p> <ul style="list-style-type: none"> <li>• Concepts and methods of supply chain management</li> <li>• Digitally supported planning of value-adding systems (digital factory)</li> <li>• Complexity management and variant management</li> <li>• Technology management for logistics systems</li> <li>• Management of continuous improvement</li> </ul>  |
| <p>Recommended literature:</p> <p>Arnold, D.; Furmans, K.( 2019): Materialfluss in Logistiksystemen. Springer Vieweg.</p> <p>Becker, T. (2018): Prozesse in Produktion und Supply Chain optimieren. Springer Vieweg.</p> <p>Bracht, U. (2018): Digitale Fabrik: Methoden und Praxisbeispiele. Springer Vieweg.</p> <p>Furmans, K.; Kilger, C.(2019): Betrieb von Logistiksystemen. Springer Vieweg.</p> <p>Gudehus, T. (2012): Logistik 2: Netzwerke, Systeme und Lieferketten. Springer Vieweg.</p> <p>Hausladen, I. (2020): IT-gestützte Logistik: Systeme - Prozesse – Anwendungen. Springer Gabler.</p> <p>Lasch, R. (2021): Strategisches und operatives Logistikmanagement: Prozesse. Springer Gabler.</p> <p>Klug, F. (2018): Logistikmanagement in der Automobilindustrie. Springer Vieweg.</p> <p>Mayer G. et al. (2020): Ablaufsimulation in der Automobilindustrie. Springer Vieweg.</p> <p>Schulte, C. (2017): Logistik – Wege zur Optimierung der Supply Chain. Vahlen.</p> <p>ten Hompel, M.; Bauernhansl, T. (2020) Handbuch Industrie 4.0: Band 3: Logistik. Springer Vieweg.</p> |
| Notes:  |



## BWLB450S Business Intelligence

| <i>Business Intelligence</i>  |
|---|
| <b>Module overview</b>  |
| EDP designation: BWLB450S   |
| Module coordinator(s): Prof. Dr Reinhard Bauer, Prof. Dr Andreas Wagner   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>None   |
| Prerequisites according to SPO:<br>None   |
| Competences:<br>Students are able to recognise, evaluate and apply business intelligence methods and technologies in a corporate context in order to gain insights in a data-driven corporate environment and make decisions based on them.<br><br>Students are familiar with the theoretical foundations of business intelligence as well as the methods and (IT) technologies of business intelligence in a corporate context and are able to evaluate these. They are able to apply these to practical tasks in order to gain insights in a data-driven corporate environment and make technical and business decisions based on them. |
| Examination:<br>Written exam (90 minutes) or oral exam (30 minutes) or practical work (duration 4 weeks). The specific form of examination will be announced at the beginning of the course.  |
| Usability:  |

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|---|
| <b>Course: Business Intelligence</b>  |
| EDP designation: BWLB451S   |
| Lecturer: Prof. Dr Reinhard Bauer, Prof. Dr Andreas Wagner  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture with integrated exercise / compulsory subject in the specialization Supply Chain Management  |
| Teaching language: German or English at the choice of the lecturer  |
| Contents: <ul style="list-style-type: none"> <li>• Basic principles of business intelligence, e.g. structures of data management in the company, processes and organisation</li> <li>• Data preparation and integration</li> <li>• Analytical methods, also for time series</li> <li>• Visualisations</li> <li>• Data mining (cluster analysis, pattern recognition)</li> <li>• Communication from and with data</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Technological trends</li> <li>• Data ethics</li> </ul> |
| Recommended literature:<br>Will be announced in the lecture                                     |
| Notes:  |

## BWLB460S Operational Excellence

| Module title: <i>Operational Excellence</i>   |
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| <b>Module summary</b>   |
| EDP designation: BWLB460S   |
| Module coordinator: Prof. Dr Christoph Roser  |
| Credits (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Pre-requisites with regard to content:<br>Basics of manufacturing, logistics  |
| Pre-requisites according to the examination regulations:<br>None  |
| Competences:<br>The students know the basic objectives of manufacturing and logistics (safety, cost, quality, time). They can optimise production and do Kaizen to improve these basic objectives and contribute to the success of the company. For this they also know the influence of inventory on costs and lead times and the fundamentals of production control (plan control, consumption control). They also know and the influence and management of waste, variation and overload in production and logistics. To improve the operations they also know the main methods for continuous improvement and the procedure for the implementation of improvement projects. |
| Assessment:<br>Written exam (90 minutes) or oral exam (30 minutes) or term paper (can be carried out as a student project, duration 4 weeks).<br>The specific form of examination will be announced at the beginning of the lecture.  |
| Usability:  |

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|---|
| <b>Course: <i>Operational Excellence</i></b>  |
| EDP designation: BWLB461S   |
| Lecturer: Prof. Dr Christoph Roser  |
| Hours per week (SWS): 4 SWS   |
| Availability: Annually (winter semester). Possibly also every semester, if the students are very interested and there is a sufficient number of participants.   |
| Type/mode: Lecture / obligatory in the specialization supply chain management   |
| Teaching language: English (if required German)   |
| Contents:<br>Objectives of production and logistics (safety, cost, quality, time). Influence of waste, variability, and overload on goals. Selection of methods to improve these goals such as Lean Manufacturing, Consumption Control, Kanban, Total Quality Management, 5S, Visual Management, SMED, Customer Takt and cycle time, Leveling, Just in Time, Just in Sequence, Ship to Line, Poka Yoke, Standard Work, Value Stream Mapping, Six Sigma, etc.... |

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| Continuous improvement project approach including team building, root cause analysis, and PDCA. |
| Recommended reading:<br>Blog AllAboutLean.com.  |
| Comments:   |

# **Specialization**

## **International Marketing & Sales**

## BWLB350L International Marketing

| Module name: <i>International Marketing</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB350L.   |
| Module leader(s): Prof. Dr Christian Braun (Substitute: Prof. Dr Christian Seiter)   |
| Module scope (ECTS): 5 CP (45 hours attendance and 105 hours self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Knowledge of general business administration and marketing, comparable to the modules of the same name  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students have a basic understanding of the specific opportunities and challenges of the international environment (macro and micro environment such as political and legal framework conditions), for cross-border marketing and for issues of international marketing coordination and organisation across national borders.<br>By analysing and discussing various case studies, students will become familiar with different strategic and operational decision-making situations on international markets and the associated fields of action (e.g. in pricing and product policy) and instruments.<br>They are thus able to analyse international marketing issues in order to prepare and justify marketing decisions of going (= marketing decision for initial market development) and being (= decision for holistic development of existing country markets) internationally and to participate in the implementation of marketing concepts and instruments in practice. |
| Examination:<br>Written examination (90 minutes) or term paper (in the form of a project, 4 weeks) or oral examination (30 minutes). The specific form of examination will be announced at the beginning of the course.  |
| Usability:<br>The module is also available as an elective subject.   |

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| <b>Course: International Marketing</b>  |
| EDP designation: BWL351L  |
| Lecturer: Prof. Dr Christian Braun  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the summer semester   |
| Type and mode: Lecture / compulsory subject in the specialization International Marketing and Sales |
| Teaching language: English or German  |
| Contents:<br>1. Basics of international market development  |

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| <ul style="list-style-type: none"> <li>a. Global trends and background to internationalisation</li> <li>b. Coordination as a key feature of international marketing</li> </ul> <ul style="list-style-type: none"> <li>2. Strategic international market development decisions <ul style="list-style-type: none"> <li>a. Market evaluation, selection and entry</li> <li>b. Brand strategies</li> </ul> </li> <li>3. Buyer behaviour of international customer groups</li> <li>4. Marketing mix of international marketing activities <ul style="list-style-type: none"> <li>a. International product programme</li> <li>b. International award decisions</li> <li>c. International communication activities</li> <li>d. International distribution systems</li> </ul> </li> <li>5. Coordination approaches at Being International</li> </ul> |
| <p>Recommended literature:</p> <p>Hollensen, S., Global Marketing, 8. Auflage, 2020.</p> <p>Hollensen, S., Opresnik, M.O., International Marketing - Principles and Practice: A Management-oriented Approach, 2021.</p> <p>Keegan, W.J., Green, M.C., Global Marketing, 10. Auflage, 2019.</p> <p>Kotabe, M., Helsen, K. Global Marketing Management, 9. Auflage, 2022.</p> <p>Mooji, M., Consumer Behavior and Culture - Consequences for Global Marketing and Advertising, 3. Auflage, 2019.</p>   |
| <p>Notes:</p>  |

# BWLB360L Intercultural Business and Ethics in International Business

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| <b>Module name:</b> <i>Intercultural Business and Ethics in International Business</i>   |
| <b>Module overview</b>   |
| EDP designation: BWLB360L  |
| Module coordinator(s): Prof. Dr Andrea Cnyrim, Prof. Dr Ziad Mahayni   |
| Module scope (ECTS): 5 CP (45 h attendance and 105 h self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>None  |
| Prerequisites according to SPO:<br>None  |
| <p>Competences:</p> <p>Students are able to argue that the ethical and culturally sensitive handling of cultural difference and business processes should be of particular importance in global marketing management. They will also be able to reconcile or use cultural and business ethical characteristics (less so the efficiency of standardisation) so that they can discuss value paradoxes as the basis of effective global marketing and communication strategies in order to develop their own strategies with which they can later act as convincing experts in project teams in an ethical and culturally sensitive, goal- and solution-oriented manner in order to solve current - also ethical - challenges in heterogeneous and diverse - also intercultural - working contexts of our increasingly networked corporate world.</p> <p>Students can describe and analyse examples of ethically relevant problems using central ethical theories and concepts and present their own assessment of the respective situation in a reflected and reasoned manner. They are able to differentiate between theoretical models and concepts for dealing with the issue of responsible behaviour in the workplace and business. They will be able to classify and assess the possibilities and limitations as well as open questions of different approaches to ethics and recognise the ethical dimension of economic activity, both in the social and digital sphere. Students understand the different levels of business ethics issues (macro to micro level) and learn to deal with ethically relevant decision-making problems using case studies and to justify their judgement with arguments. In addition, they use strategies to identify ethically relevant problems and to solve and assess them. They are therefore able to use their knowledge of theories and methods of knowledge acquisition to reflect on their attitudes in order to adopt a well-founded attitude towards their own professional role, their role as a future manager and their role as a member of an economic organisation and society.</p> |
| <p>Examination:</p> <p>Coursework (in the form of a portfolio, duration 10 weeks) or coursework (in the form of a project, duration 6 weeks) or written examination (90 minutes). The exact form of examination will be announced at the beginning of the course.</p>  |
| <p>Usability:</p> <p>Can also be chosen as an elective module.</p>   |



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| <b>Course: Intercultural Studies</b>   |
| EDP designation: BWLB361L  |
| Lecturer: Prof. Dr Andrea Cnyrim   |
| Hours per week (SWS): 2 SWS  |
| Availability: annually in the summer semester  |
| Type and mode: Seminar with small group work / compulsory subject for the specialization in International Marketing and Sales  |
| Teaching language: usually English (German also possible)  |
| <p>Contents:</p> <p>Using current issues and case studies from practice, the participants describe and analyse intercultural paradoxes and dilemmas from marketing management practice in order to resolve them in a mutually satisfactory, synergetic way so that they can later fall back on culturally sensitive problem-solving strategies in such situations. Using alternating case studies from different areas of intercultural marketing management, participants in this specialization work in interdisciplinary small groups (from WINB and BWLB) to develop solution strategies that meet the requirements of constructive intercultural marketing practices - beyond cultural stereotypes and naive classification of multiculturalism - by appreciating and using cultural diversity from different perspectives in its complexity. In this way, they develop intercultural knowledge and skills that go beyond factual knowledge and "dos and donts" and include tolerance of ambiguity and critical thinking. The case studies can come from the following areas, among others: Global Branding; Ethnomarketing; Culture and Consumer Behaviour; Culture and the Media; Culture and Advertising Appeals; Culture and Executional Style; From Value Paradox to Strategy.</p> |
| <p>Recommended literature:</p> <p>Mooij, Marieke D. Global Marketing and Advertising. Los Angeles et al.: SAGE Publications (latest edition).</p> <p>Mooij, Marieke D. Consumer Behavior and Culture - Consequences for Global Marketing and Advertising, latest edition</p>   |
| <p>Notes:</p> <p>The course language is at the discretion of the lecturer. Above-average English language skills (at least at C1 level of the CEFR) are expected. It is recommended to take the "Certificate of Proficiency in English for Professional Purposes" before attending the specialization.</p> <p>The course also includes project and small group work, which is continued in self-study.</p>   |

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| <b>Course: Ethics in International Business</b>   |
| EDP designation: BWLB362L   |
| Lecturer: Prof. Dr Ziad Mahayni   |
| Hours per week (SWS): 2 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Seminar with small group work / compulsory subject for the specialization in International Marketing and Sales |
| Teaching language: German or English  |
| <p>Contents:</p> <ul style="list-style-type: none"> <li>• Ethics and morals</li> </ul>  |

- Business ethics
- Basic questions of professional ethics
- Professionalism
- Ethical Leadership
- Ethics of the digital

Recommended literature:

Oermann, Nils Ole: Wirtschaftsethik. Vom freien Markt bis zur Share Economy. 2. Aufl. München 2018. (C.H. Beck Wissen) Holzmann, Robert: Wirtschaftsethik. Wiesbaden: Springer Gabler 2015.

Aßländer, Michael S. (Hrsg.): Handbuch Wirtschaftsethik. Stuttgart, Weimar 2011.

Fenner, Dagmar: Ethik: Wie soll ich handeln? 2. Aufl. Tübingen 2020. (UTB basics. 2989).

Höffe, Otfried: Ethik. Eine Einführung. München 2013. (C.H. Beck Wissen).

Notes:

The course language is at the discretion of the lecturer. Project and small group work is also carried out in the course, which is continued in self-study.

## BLWB450L International Sales Management

| <i>International Sales Management</i>  |
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| <b>Module overview</b>   |
| EDP designation: BWLB450L  |
| Module leader(s): Markus Schwarz   |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)  |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester  |
| Content requirements:<br>Basic knowledge of general business administration, macro and microeconomics, comparable to the courses/modules of the same name  |
| Prerequisites according to SPO:<br>None  |
| Competences:<br>Students can understand a sales programme in an international context, analyse it using a change driver matrix and generate their own structural and procedural organisational design proposals based on this. In doing so, they create an essential basis for generating suggestions for change and improvement. By analysing and discussing change needs and change drivers, they understand the essential elements of change management and can apply them to changes in sales structures. Furthermore, they also understand the mechanisms of the marketing-sales interface and can analyse these in terms of changing environmental conditions in order to eliminate potential barriers to integration. An essential competence of international sales management is the conception of a key account strategy for cross-location support of international customers. Students are able to understand the essential phases of a key account relationship and can describe, understand and analyse a key account programme in order to implement its design in business practice. Students will be familiar with the main incentive mechanisms in international sales and will be able to assess various options for use with the help of case studies. Finally, students know the main design options for the delimitation of sales territories based on case studies and can apply these to practical examples. |
| Examination:<br>Written exam (90 minutes)  |
| Usability:<br>Can also be used as an elective subject in the Bachelor's degree programme in Business Administration and Engineering.   |

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| <b>Course: International Sales Management</b>   |
| EDP designation: BWLB451L   |
| Lecturer: Markus Schwarz  |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Lecture / compulsory subject in the specialization International Marketing & Sales |

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| Teaching language: German or English   |
| <p>Contents:</p> <p>Design of an international sales programme, change management in international sales, integration of sales and marketing, key account programmes, pricing, CRM system implementation, definition of an investment programme for international sales, organisation of international sales and territory demarcation, sales force recruitment and selection, performance control systems</p> |
| <p>Recommended literature:</p> <p>Guenzi, P., Geiger, S. (2011) Sales Management: A multinational perspective. Red Globe Press.</p> <p>Hill, C. W., Hult, T. M. (2019). <i>International Business: Competing in the Global Marketplace</i>. New York: McGraw-Hill Verlag. 12. Auflage (International Student Edition).</p>   |
| Notes:   |

## BWLB460L Creating Customer Value

| Module name: <i>Creating Customer Value</i>   |
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| <b>Module overview</b>  |
| EDP designation: BWLB460L   |
| Module coordinator(s): Prof. Dr Anna Heszler  |
| Module scope (ECTS): 5 CP (45 hours of attendance and 105 hours of self-study including exam preparation)   |
| Classification (semester): 3 <sup>rd</sup> or 4 <sup>th</sup> curriculum semester   |
| Content requirements:<br>Knowledge of general business administration and marketing, comparable to the courses of the same name   |
| Requirements according to SPO:<br>None  |
| Competences:<br>Students can justify the decisive relevance of customer orientation for a company and systematically identify starting points for customer-oriented product development and customer value-enhancing measures for existing products by using, applying and testing the concepts of customer value and the methods for the development and further development of customer-oriented products using case studies (e.g. design thinking, Google Design Sprint, co-creation, customer journey mapping) in order to participate in the customer-oriented development and further development of products in professional practice. |
| Examination:<br>Term paper (in the form of a portfolio, duration 10 weeks) or written examination (90 minutes) or term paper (can also be carried out as project work, duration 4 weeks). The exact form of examination will be announced at the beginning of the course.   |
| Usability:<br>The module is also offered with the code WINB460H in the specialization Management of Sustainable Product Development in the Bachelor's degree programme in Business Administration and Engineering.  |

| Course: <b>Creating Customer Value</b>  |
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| EDP designation: BWLB461L   |
| Lecturer: Prof. Dr Anna Heszler (Deputy: Prof. Dr Christian Seiter)   |
| Hours per week (SWS): 4 SWS   |
| Availability: annually in the winter semester   |
| Type and mode: Seminar / compulsory subject in the specializations International Marketing & Sales  |
| Teaching language: German or English  |
| Contents:<br>1. Customer centricity as the basis for successful business models<br>2. Fundamentals of customer value and customer satisfaction<br>3. Inclusion of customers in the innovation process (co-creation) |

4. Methods for the customer- and user-orientated development of products (e.g. design thinking, google design sprint)

5. Phases and touchpoints of the customer journey including examples for different industries

Recommended literature:

Gassmann, O./ Frankenberger K./ Csik, M. (2017): Geschäftsmodelle entwickeln - 55 innovative Konzepte mit dem St. Galler Business Model Navigator.

Gray, D. (2011): Gamestorming – Ein Praxisbuch für Querdenker, Moderatoren und Innovatoren.

Knapp, J./ Zeratsky, J./ Kowitz, B. (2016): Sprint – How to Solve Big Problems and Test New Ideas in Just Five Days.

Kruse Brandão, T./ Wolfram, G. (2018): Digital Connection – Die bessere Customer Journey mit smarten Technologien – Strategie und Praxisbeispiele.

Osterwalder, A./ Pigneur, Y. (2011): Business Model Generation - Ein Handbuch für Visionäre, Spielveränderer und Herausforderer.

Osterwalder, A./ Pigneur, Y./ Bernarda, G./ Smith, A. (2015): Value Proposition Design.

Piller, F./ Möslin, K./ Ihl, C./ Reichwald, R. (2017): Interaktive Wertschöpfung kompakt: Open Innovation, Individualisierung und neue Formen der Arbeitsteilung.

Notes:

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