



BSc International Business

List of courses
For exchange students

Winter semester 2020-2021

How to register for courses

Deadline	What	Who
03.08.2020	Course selection (please use the selection form given)	Tening Félicité Sène ib.incomings@reutlingen-university.de
14.09.2020	Course counselling	Tening Félicité Sène Building 5, 1 st floor, room 5-124
25.09.2020	Final course selection → Please confirm your course selection → After this date no add/drop of courses due to team assignments	Tening Félicité Sène ib.incomings@reutlingen-university.de

Business courses held in English

Course Title	Contact hours / week	ECTS Credits	Semester level	Offered winter/summer semester	Type of assessment	Graded/ungraded
M1.1 Financial Accounting	2	3	1 st sem.	Both winter/summer	Written exam	Graded
M1.2 Management and Cost Accounting	2	3	1 st sem.	Both winter/summer	Written exam	Graded
M2 Principles of Marketing	4	6	1 st sem.	Both winter/summer	Written exam	Graded
M3 Business Mathematics	4	6	1 st sem.	Both winter/summer	Written exam	Graded
M4 Business Law	4	5	1 st sem.	Both winter/summer	Written exam	Graded
M5.1 Business Communication Essentials	2	2	1 st sem.	Both winter/summer	Continuous assessment	Graded
M5.2 Intercultural Management	2*	2	1 st sem.	Both winter/summer	Continuous assessment	Graded
M6 Second Business Language 1	4	3	1 st sem.	Both winter/summer	Continuous assessment	Graded
M7.1 Digital Systems 1	2*	3	2 nd sem.	Both winter/summer	Continuous assessment & project work	Graded

M7.2 Digital Systems 2	2	3	2 nd sem.	Both winter/summer	Continuous assessment & project work	Graded
M8 Business Statistics	4	6	2 nd sem.	Both winter/summer	Written exam	Graded
M9 Microeconomics	4	6	2 nd sem.	Both winter/summer	Written exam & continuous assessment	Graded
M10 Principles of HRM	4	6	2 nd sem.	Both winter/summer	Written exam	Graded
M11 Business Communication 2	2	3	2 nd sem.	Both winter/summer	Continuous assessment	Graded
M12 Second Business Language 2	4	3	2 nd sem.	Both winter/summer	Continuous assessment	Graded
M13 Macroeconomics	4	6	3 rd sem.	Both winter/summer	Written exam	Graded
M14 Principles of Corporate Finance	4	6	3 rd sem.	Both winter/summer	Written exam	Graded
M15 Management Accounting and Control	2	4	3 rd sem.	Both winter/summer	Written exam	Graded
M16.1 Strategic Management Essentials	2	3	3 rd sem.	Both winter/summer	Written exam & Project Work	Graded
M16.2 Project Management	2	3	3 rd sem.	Both winter/summer	Written exam & Project Work	Graded
M17.1 International Business Communication	2	3	3 rd sem.	Both winter/summer	Continuous assessment	Graded
M17.2 Intercultural Negotiations	2*	2	3 rd sem.	Both winter/summer	Continuous assessment	Graded
M18 Second Business Language 3	4	3	3 rd sem.	Both winter/summer	Continuous assessment	Graded
M18.1 Interdisciplinary Studies	2	3	5 th sem.	Both winter/summer	Research paper	Ungraded
M18.2 Applied Business Ethics	2	3	5 th sem.	Both winter/summer	Written exam	Graded
MAJOR COURSES						
Please note: the number of places in the major courses is limited and the access is dependent on course specific requirements/prerequisites						
MAJOR Marketing & Strategy						

M19a Sales Management	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M20a Marketing Communication	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M21a Business Simulation	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M22a Strategic Management	4	5	5 th sem.	Both winter/summer	Project work	Graded
M23a International Seminar on Marketing & Strategy	2*	4	5 th sem.	Both winter/summer	Continuous assessment	Ungraded
MAJOR Finance & Accounting						
M19b International Financial Reporting	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M20b Consolidated Financial Statements	4	5	5 th sem.	Both winter/summer	Written exam	Graded
M21b International Corporate Transactions	4	5	5 th sem.	Both winter/summer	Written exam & continuous assessment	Graded
M22b Financial Engineering	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M23b International Seminar on Finance & Accounting	2*	4	5 th sem.	Both winter/summer	Continuous assessment	Ungraded
MAJOR HRM & Organization						
M19c Advanced HRM	4	5	5 th sem.	Both winter/summer	Project work	Graded
M20c Advanced International HRM	4	5	5 th sem.	Both winter/summer	Project work	Graded
M21c Corporate Social Responsibility	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M22c International Organizations	4	5	5 th sem.	Both winter/summer	Continuous assessment	Graded
M23c International Seminar on HRM & Organization	2*	4	5 th sem.	Both winter/summer	Continuous assessment	Ungraded

*This course is held as a block seminar during the "block seminar week" from October 26th to 30th



In the following you'll find a selection of business and language courses held in German that are specifically suitable for exchange students and offered by Reutlingen International Office (RIO). For students who want to attend more or other business courses in German we might organize courses in other study programmes of ESB Business School.

All courses organized by the Reutlingen International Office (RIO) are available at:
<https://www.reutlingen-university.de/en/international/german-as-a-foreign-language/>

Business courses held in German

Course Title	Contact hours / week	ECTS Credits	Semester level	Offered winter/summer semester	Type of assessment	Graded/ungraded
Wirtschaft auf Deutsch <i>Business in German</i>	4 + Excursions	6	1 st sem.	Both winter/summer	Written exam	Graded
Marketing für internationale Studierende <i>Marketing for international students</i>	2	2	1 st sem.	Both winter/summer	Written exam	Graded

German language courses

Course Title	Contact hours / week	ECTS Credits	Offered winter/summer semester	Type of assessment	Graded/ungraded
Intensive pre-semester German course „Business German“	2 weeks*	4	Only in September	Written exam	Graded
Allgemeinsprachliche Deutschkurse <i>German language courses (offered on different levels A1 - B2/C1)</i>	4	4	Both winter/summer	Written exam	Graded
Besser Deutsch sprechen <i>Course focussing on conversation & pronunciation (offered on levels A2/B1 & B2/C1)</i>	2	2	Both winter/summer	Continuous assessment & individual presentation	Graded
Grammatik kompakt <i>Course focussing on grammar (offered on levels A2/B1 & B2/C1)</i>	2	2	Both winter/summer	Written exam	Graded

* From 1 to 11 September 2020

M1.1 Financial Accounting	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Michel Charifzadeh E-Mail: michel.charifzadeh@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>This aim of this course is to introduce and train students in the broad application of financial accounting theory and practice from an international perspective. Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Participants will be comfortable with reading, preparing, and interpreting basic financial statements. • They will be confident with the relevant areas of financial accounting including assets, liabilities, equity, revenues and expenses. • Students will understand accounting terminology and will be able to record business transactions independently, applying the double entry bookkeeping technique. • Students will be able to use valuation principles for assets and liabilities and calculate applicable book values. Where applicable, students will apply accounting rules according to international financial reporting standards (IFRS). • Upon successful completion of this course, participants will understand the role of accounting in the financial decision



	<p>making process and will be prepared for all subsequent courses in accounting and financial management.</p> <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will develop mechanisms of problem solving to real life business cases. • Through a principles-based accounting approach, students will acquire the ability to apply general concepts to specific situations. • Students will be able to prepare financial statements and have an understanding of the information given in financial statements. • They will have basic knowledge to interpret financial statements and compare financial statements of different companies. <p>Social competences:</p> <ul style="list-style-type: none"> • Through the interactive nature of the course, participating students will refine their oral and written communication skills and become comfortable with communicating in a business context. <p>Personal competences:</p> <ul style="list-style-type: none"> • Most students will experience this course as an entirely new field. Thereby they will acquire the general readiness to learn a completely new “language” their way up from the bottom.
Contents:	<ul style="list-style-type: none"> • Introduction to accounting • Accounting concepts and principles • The accounting equation • The financial statements (Balance Sheet, Income Statement, Statement of Changes in Equity, Statement of Cash Flows) • Recording business transactions using double entry bookkeeping • Recording in a journal • Accrual accounting vs. cash-basis accounting • The accounting cycle • Accounting for merchandising operations • Current assets, accounting for inventory • Non-current assets and intangibles • Provisions, liabilities • Short-term investment and receivables • Shareholders equity
Assessment	Graded: Written exam



M1.2 Management and Cost Accounting	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Robert Lobue E-Mail: robert.lobue@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Participants will have developed an understanding and insight into management accounting in general and especially the cost accounting framework and its basic instruments. • Students will be able to distinguish the corporate functions of management accounting from financial accounting and corporate finance. • They will be more familiar with the relevant cost terminology, the cost behavior patterns and develop an in-depth understanding of the cost aspects of running a business. • Students will develop an in-depth understanding of different methods and techniques of cost allocation applied in practice. • They will be able to independently apply, discuss, and challenge these methods. • They will learn how to use cost-volume-profit analysis independently to assist in cost planning and how to identify relevant information for decision making. <p>Methodological competences:</p>



	<ul style="list-style-type: none"> • Students will acquire analytical skills for business decision making. • Participants will be familiar with the relevant underlying theories and consequently develop related problem solving skills that are also applicable to general decision making. • They will be able to critically discuss concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations. <p>Social competences:</p> <ul style="list-style-type: none"> • Through the interactive nature of the course, students will refine their oral and written communication skills and become comfortable with communicating in both finance and accounting related context. <p>Personal competences:</p> <ul style="list-style-type: none"> • Students will have gained an understanding of concepts and instruments required by managerial staff with a focus on how they are applied. They will be prepared for subsequent semester courses in accounting and financial management.
<p>Contents:</p>	<ul style="list-style-type: none"> • Introduction and management accountant's role, differences between management accounting, financial accounting, and financial management, trends in management accounting. • Cost terms, cost categorizations (e.g., variable/fixed costs, direct/indirect costs, cost of goods sold/period costs) • Cost allocation, general cost allocation methods, specific cost allocation methods, variable and direct costing • Cost-volume-profit-relationship analysis, estimating linear cost functions, break-even analysis, target operating profit analysis, operating leverage • Relevant information for decision making, e.g. one-time-only special orders, customer profitability analysis, make-or-buy decisions, product-mix decisions, equipment replacement • Activity-based costing and other management accounting tools
<p>Assessment</p>	<p>Graded: Written exam</p>



M2 Principles of Marketing	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Oliver Goetz E-Mail: oliver.goetz@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Critically discuss the relevance and success factors of marketing programs • recapitulate and apply insights to develop own marketing programs • understand major methods and approaches to develop products, services, and brands that are specific to customer needs • learn to define prices, communicate benefits, and distribute products • understand the importance of customer relationship management. <p>Methodological competences:</p> <ul style="list-style-type: none"> • Develop a product, pricing, distribution, and advertising strategy • transfer and apply theoretical marketing knowledge to business cases • develop presentation skills, familiarize with basic research methodology. <p>Social competences:</p>



	<ul style="list-style-type: none"> • Refine their oral communication skills • improve their ability to work in teams in order to solve a given complex marketing situation • give and receive feedback in a structured manner. <p>Personal competences:</p> <ul style="list-style-type: none"> • Develop the ability to think and act proactively as well as customer/marketing oriented
Contents:	<ul style="list-style-type: none"> • Fundamentals • Branding • Product • Price • Promotion / Communication • Distribution and Sales
Assessment	Graded: Written exam

M3 Business Mathematics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Marlene Ferencz E-Mail: marlene.ferencz@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Generally: basic school maths required to pass the admission test
Course learning objectives:	Upon completion of this course, participants will have developed the following competences: Professional competences:



	<ul style="list-style-type: none"> • Demonstrate an understanding of key concepts and fundamental mathematical techniques used in modern economics: to differentiate functions in one and several variables • the ability to solve economic optimization problems and basic the skills of matrix manipulation and mathematics of finance <p>Methodological competences:</p> <ul style="list-style-type: none"> • Provide appropriate mathematical representations of economic problems • Demonstrate an ability to apply and explain the use of mathematical techniques to solve problems in macroeconomics and microeconomics <p>Social competences:</p> <p>n/a</p> <p>Personal competences:</p> <p>n/a</p>
Contents:	Basic skills, mathematics of finance, differentiation, and its economic applications, partial differentiation, constrained and unconstrained optimization problems using Lagrange method, integration, matrices, systems of linear equations, input-output algebra, linear programming.
Assessment	Graded: Written exam

M4 Business Law	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	90
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester



Course Coordinator/Instructor	Prof. Dr. Bernd Banke E-Mail: bernd.banke@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	Upon completion of this course, participants will have developed the following competences: Professional competences: <ul style="list-style-type: none"> • Identify legal problems • acquire a basic knowledge of legal institutions and methods Methodological competences: <ul style="list-style-type: none"> • Analyze topics of an area of business they are not familiar with – and law is such an area • summarize their results of research for a layman Social competences: <ul style="list-style-type: none"> • Be open for the proposals of potential contract partners and react on them appropriately • improve interdisciplinary team working skills Personal competences: n/a
Contents:	The lecture Business Law gives an overview of international mercantile and business law. Conflict of laws, international civil procedure, CISG and INCOTERMS. The lectures are combined with case studies reviewing legal perspectives of international business activities. <ul style="list-style-type: none"> • Part 1: Introduction to legal systems in a business environment–Structure of German Civil Code as an example for a civil law system: A comparative view. • Part 2: Case Studies: Conflict Solving in Civil Law Systems–Principles of German Civil Code and their Application on everyday-life cases • Part 3: European Conflict of Laws–ROME I and ROME II Regulations • Part 4: European Civil Procedure–European Rules governing Civil Procedure in Cross Border Transactions • Part 5: CISG–CISG as source of international unified law–Content of CISG–Legal traditions behind the CISG
Assessment	Graded: Written exam



M5.1 Business Communication Essentials	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	30
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D E-Mail: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Professional competences:</p> <ul style="list-style-type: none"> • Students will demonstrate effective presentation skills and techniques. • Students will use technology tools to create and conduct highly effective presentations • Students will demonstrate effective verbal and written English language skills to communicate with an audience in different business scenarios • Students will understand the role of internal/external communication in employer branding <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will identify and discuss using different presentation styles in real-world scenarios • Students will propose solutions to common problems associated with presenting to a business audience <p>Social competences:</p> <ul style="list-style-type: none"> • Students will demonstrate techniques that help presenters connect with an audience <p>Personal competences:</p>



	<ul style="list-style-type: none"> • Students will improve self-confidence using the English language for conducting business presentations • Students will improve their public speaking confidence • Students will understand and acknowledge how effective presentation skills are an essential part of today's business world
Contents:	<p>The topics covered will be of recent/current interest in a global context. The course Business Communication Essentials will include:</p> <ul style="list-style-type: none"> • relevant language, etiquette and protocols used in presentations and meetings in different cultural contexts, as well as conducting general business activities. • writing skills such as complaint/rejection/or recommendation emails • employer branding as it pertains to internal and external business communication • the enrichment of business vocabulary and business grammar • Key elements of verbal and written communication will be emphasized such as: defining the goals and the topic, preparing and structuring the content, adjusting to the audience, developing powerful arguments, chairing the discussion, etc.
Assessment	Graded: Continuous Assessment & Project Work

M5.2 Intercultural Management	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st semester
ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	30
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D E-Mail: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited



Prerequisites:	n/a
Course learning objectives:	<p>Professional competences:</p> <ul style="list-style-type: none"> • Ability to recognize and explain culturally related behavior and business phenomena; competence to evaluate and make recommendation on culture-oriented management decisions <p>Methodological competences:</p> <ul style="list-style-type: none"> • Ability to apply the ‘critical incident technique’ (as a research methodology used for qualitative research in social sciences); problem-solving skills (how to use theoretical intercultural concepts to solve problems in international business cases) <p>Social competences:</p> <ul style="list-style-type: none"> • Advanced presentation and intercultural team working skills (cf. group discussions and group presentations); ability to perceive a multicultural scene as an opportunity rather than a threat or liability <p>Personal competences:</p> <ul style="list-style-type: none"> • Awareness of the own cultural profile, the individual strength and weaknesses in intercultural business situations and in an intercultural learning environment
Contents:	<ol style="list-style-type: none"> 1. Basics of Intercultural Management <ul style="list-style-type: none"> • The relevance of different levels of culture for business(e.g. national, regional, corporate culture) • The role, the notion and the handling of individual stereotypes and judgements (including self-assessment exercise) • Strategies for intercultural interaction (adaptation/reconciliation) • Intercultural competence / cultural intelligence, 2. A framework for understanding human values and behaviors –the model of cultural dimensions <ul style="list-style-type: none"> • Critical introduction to the model of cultural dimensions (GLOBE Study, Hofstede, Trompenaars, etc.) • Major dimensions and discussion of practical consequences for leadership, decision-making, negotiating etc. • The relevance and examples of culture-specific concepts • An awareness of one’s own cultural profile 3. Practical examples and business cases <ul style="list-style-type: none"> • The importance of intercultural issues in international M&As, joint ventures, multinational projects etc. • Case study/ies of different intercultural business settings
Assessment	Graded: Continuous Assessment & Project Work



M6 Second Business Language 1	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st sem.
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	30
Type/Teaching Method	Lecture
Language of instruction	M6.a Business French M6.b Business Spanish M6.c Business Chinese M6.d Business German
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D E-Mail: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	Language Placement Test
Prerequisites:	n/a
Course learning objectives:	<p>For Spanish, courses are offered on several levels (A1 to C1 of the Common European Framework of Reference for Languages). For French, courses are offered at the B1 to C1 level. For Chinese, courses are offered A1 to B1 level. Over the course of three semesters students complete three consecutive levels of one language. Students must demonstrate prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. • Students will demonstrate best practices for business communication skills in the target language. • On all levels, students will improve their communication skills according to their individual capabilities. • Students will acquire or improve their grammar skills and vocabulary in the target language according to their



	<p>individual competency level. • Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student’s personal context (studies, internships).</p> <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will analyze and discuss different business topics using the target language. <p>Social competence:</p> <ul style="list-style-type: none"> • Students will interact in the target language for various purposes and with different types of audiences. • Students will improve their intercultural awareness and intercultural communication competences. <p>Personal competence:</p> <ul style="list-style-type: none"> • Students will improve self-confidence using the target language for different purposes, including business situations. • Students will become familiar with Spain/Latin America, France and Germany and the ways of life and business life in Spanish, French or German-speaking countries. • Students will become aware of current economic developments and problems in Spanish, French, Chinese or German-speaking countries.
Contents:	<p>The Business Spanish, Business Chinese and Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions. The Business Communication and Business German courses are offered within the study programme.</p>
Assessment	<p>Graded: Continuous Assessment</p>



M7.1 Digital Systems 1	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 (+ Block Seminar) / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Martin Mocker E-mail: martin.mocker@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • to solve business problems with the help of information technology (IT)-based tools, especially by programming web-based applications; to be able to more effectively communicate with IT people <p>Methodological competences:</p> <ul style="list-style-type: none"> • to formulate, analyze and solve business problems with algorithms and to implement them in a programming language <p>Social competences:</p> <ul style="list-style-type: none"> • improve the ability to work individually and in teams under time pressure <p>Personal competences:</p>



	<ul style="list-style-type: none"> by mastering the skills addressed in this course, students should be more productive in addressing these problems by using the appropriate IT-based tools
Contents:	Introduction to problem analysis and formulating algorithms; implementing algorithms in a programming language, especially implementing 3-tiered web-based applications with a presentation-tier (using HTML), a data-tier (using relational databases and SQL), and a business logic layer (using Python: variables, data-types, functions, control structures like conditional tests and loops).
Assessment	Graded: Continuous Assessment & Project Work

M7.2 Digital Systems 2	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Martin Mocker E-mail: martin.mocker@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	Upon completion of this course, participants will have developed the following competences: Professional competences:



	<ul style="list-style-type: none"> to further enhance students' IT literacy skills and to provide and broaden the understanding of IT-related concepts and trends, and to evaluate and work with those concepts in a business context <p>Methodological competences:</p> <ul style="list-style-type: none"> students will be familiar with the management of IT as a business re-source by managing applications, information, IT infrastructure and important tasks of the IT function <p>Social competences:</p> <ul style="list-style-type: none"> to further improve their ability to work on problem solving and under time pressure; to arrive at a managerial decision in situations of ambiguity and defend it in a discussion with others <p>Personal competences:</p> <ul style="list-style-type: none"> to prepare students for the requirements during their studies and in their later business careers in these fields
Contents:	<ul style="list-style-type: none"> Digit(al)-ization: using digital technologies to improve business processes, products, and business models Managing applications (application development, major application types: ERP, CRM, SCM, etc.) IT infrastructure management Managing the IT function: outsourcing, IT governance, the role of the CIO Current digital technology trends (e.g., machine learning, cloud computing, blockchain, big data analytics, internet of things, etc.)
Assessment	Graded: Continuous Assessment & Project Work

M8 Business Statistics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture



Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Marlene Ferencz E-mail: marlene.ferencz@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • to introduce the students to many of the statistical and quantitative concepts and procedures in business applications and to improve their ability to make better decisions utilizing statistical methods on a wide variety of topics such as interpreting numerical and graphical summaries of data, solving a range of problems involving probability, understanding the basic concepts of statistical inference, computing and interpreting the results in hypothesis testing, fitting and interpreting regression models. • to understand a common statistical presentation. <p>Methodological competences:</p> <ul style="list-style-type: none"> • to introduce the students to statistical methods, concepts and analysis to support decision making and to understand the role of Excel in statistical calculations.
Contents:	Descriptive statistics, probability and probability distributions, sampling and sampling distributions, statistical inference and hypothesis testing for single populations, statistical inference and hypothesis testing for two populations, simple regression analysis and correlation, tests of goodness of fit and independence.
Assessment	Graded: Written Exam



M9 Microeconomics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 1 st Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Anna Goeddeke Email: anna.goeddeke@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • familiarizing students with current internationally accepted microeconomic concepts and its problem-oriented application • enabling students to comprehend and analyse market economy systems and to understand and assess the de facto opportunities and limits of market economy systems • strengthening the ability to apply classical microeconomic theories as well as behavioral economic theories when appropriate <p>Methodological competences:</p> <ul style="list-style-type: none"> • ability to think in a structured manner about complex problems • deepening mathematical skills; ability to apply theoretic models to real-world problems, strengthening the ability to challenge theoretic concepts and their applicability to real life situation • developing competences to assimilate new knowledge alone or in a group with the support of text books • be able to support firms' decisions on strategic variables in different real live competitive situations



	<p>Social competences:</p> <ul style="list-style-type: none"> • different intellectual skills needed in this class, such as mathematical, analytical, synthesizing and problem-solving skills • students will have to work in teams and thereby benefitting from the different skills of the different team members. • therefore, students' social competence cooperating with each other, managing conflicts and giving and receiving feedback will be strengthened <p>Personal competences:</p> <ul style="list-style-type: none"> • the class will support the first semester students to find their personal learning style providing a variety of learning environments • participants will study under the guidance of the lecturer in class as well as studying in smaller groups or individually outside of the class. The continuous assessment will enhance their awareness about the currently on-going process of learning and problem-solving. • students will learn to manage themselves to handle a considerable amount of unfamiliar knowledge within a limited timeframe. Thereby, the class supports a realistic and positive self-confidence of the students together with the student's ability in managing personal expectations. • students are furthermore encouraged in their ambitiousness to build the ability to solve applied economic problems.
<p>Contents:</p>	<ol style="list-style-type: none"> 1. How do markets work? <ol style="list-style-type: none"> 1.1 Classical theory: Analysis of supply and demand; principle of price formation; elasticity of supply and demand; theory of households and enterprises in the economy. 1.2 Behavioural theory of consumer decision, introduction to cognitive biases 2. Which types of markets do exist? Introduction to different types of markets such as perfect competition, (natural) monopolies, and oligopolies 3. Why do some markets fail? Introduction to the theories of market failure, such as exclusion and rivalry, too big to fail, and asymmetric information
<p>Assessment</p>	<p>Graded: Written Exam and Continuous Assessment</p>



M10 Principles of Human Resource Management	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hermann Lassleben Email: hermann.lassleben@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this module students will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • overview of human resource and intercultural management • acquaintance with theoretical foundations, concepts and approaches; ability to deal with HR related responsibilities in managerial jobs • ability to analyze and manage the effects of cultural differences in international business situations <p>Methodological competences:</p> <ul style="list-style-type: none"> • problem-solve HR and international management issues • critically assess HRM and international management concepts and their limitations • contribute to organizational effectiveness by appropriate HR solutions and intercultural management strategies <p>Social competences:</p>



	<ul style="list-style-type: none"> • advanced presentation and team working skills • competence to interact successfully in an intercultural business environment • understand dynamics in social systems such as organizations, or teams <p>Personal competences:</p> <ul style="list-style-type: none"> • awareness of own cultural profile and individual strengths and weaknesses in intercultural business situations • awareness of own personality and its relation to job requirements
<p>Contents:</p>	<p>1.Introduction to HRM HRM Theories and Concepts, HRM Processes, HRM Roles, HRM Value Chain, HRM Competences, HRM and Organizational Performance</p> <p>2.HR Planning Job Analysis, Job Description, Job Specification, Job Architecture, Forecasting Demand, Forecasting Supply, Workforce Planning, Succession Planning</p> <p>3.Recruitment Staffing Process, Internal/External Hiring, External Recruiting Sources, Active Sourcing, Employer Brand & Branding</p> <p>4.Selection Selection Process, Selection Instruments, Competency Profiling, Interviewing, Testing, Assessment Centers, Assessment Errors, Staffing Metrics</p> <p>5.Training & Development Training Process, Training Needs, Training Methods, Evaluating Training Effects, Management Development, Career Management</p> <p>6.Performance Management Performance Measurement vs. Performance Management, Functions, Roles, Tools, 360° Feedback, Forced Distribution, Management by Objectives, Appraisal Interviews</p> <p>7.Reward Management Reward Strategy, Reward Components, Job Evaluation, Pay for Performance, Reward and Motivation, Benefits</p> <p>8.Retention Management Types of Turnover, Costs of Turnover, Reasons for Voluntary Turnover, Organizational Commitment, Employee Retention</p> <p>9.Predictive HR Analytics Human Capital Data, Analysis versus Prediction, Predictive Modelling, Dependent & Independent Variables, HR Analytics & HR Strategy</p> <p>10.International HRM Cultural Effects on HRM, International Staffing Policies, Managing International Assignments</p> <p>11.Strategic HRM Aligning Business & HR Strategies, Theoretical Perspectives on SHRM, Strategic Challenges</p>
<p>Assessment</p>	<p>Graded: Written Exam</p>



M11 Business Communication 2	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd Semester
ECTS Credits	2 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	30
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D. Email: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will improve their English language skills while increasing their knowledge of basic business terminology, as well as terminology connected to marketing • Students will understand the role of business communication in marketing • Students will demonstrate best practices for personal branding • Students will demonstrate best practices for business communication skills. • Students will write and present persuasively. <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will analyze and discuss different business topics business using appropriate vocabulary connected to marketing and strategy. <p>Social competence:</p>

	<ul style="list-style-type: none"> • Students will interact in English for various purposes and with different types of audiences. <p>Personal competence:</p> <ul style="list-style-type: none"> • Students will improve self-confidence using spoken and written English in intercultural business situations.
Contents:	<p>The topics covered will be of recent/current interest in a global context. The course Business Communication 2 will include:</p> <ul style="list-style-type: none"> • the role of communication in self-branding/self-marketing and employability aspects such as CV, cover letter writing, job interview) • advanced persuasive writing skills • advanced persuasive presentation skills
Assessment	Graded: Continuous Assessment

M12 Second Business Language 2	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 2 nd sem.
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	M6.a Business French M6.b Business Spanish M6.c Business Chinese M6.d Business German
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D E-Mail: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	Limited capacities may apply



Prerequisites:	Completion of at least one course in the respective language
Course learning objectives:	<p>For Spanish, courses are offered on several levels (A1 to C1 of the Common European Framework of Reference for Languages). For French, courses are offered at the B1 to C1 level. For Chinese, courses are offered A1 to B1 level. Over the course of three semesters students complete three consecutive levels of one language. Students must demonstrate prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. • Students will demonstrate best practices for business communication skills in the target language. • On all levels, students will improve their communication skills according to their individual capabilities. • Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. • Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will analyze and discuss different business topics using the target language. <p>Social competence:</p> <ul style="list-style-type: none"> • Students will interact in the target language for various purposes and with different types of audiences. • Students will improve their intercultural awareness and intercultural communication competences. <p>Personal competence:</p> <ul style="list-style-type: none"> • Students will improve self-confidence using the target language for different purposes, including business situations. • Students will become familiar with Spain/Latin America, France and Germany and the ways of life and business life in Spanish, French or German-speaking countries. • Students will become aware of current economic developments and problems in Spanish, French, Chinese or German-speaking countries.
Contents:	The Business Spanish, Business Chinese and Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions. The Business Communication and Business German courses are offered within the study programme.
Assessment	Graded: Continuous Assessment



M13 Macroeconomics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 40
Total hours of study	140
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bodo Herzog Email: bodo.herzog@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • The students can critically discuss the relevance and limitations or macroeconomic models; apply mathematical models in economics; understand model implications in specific economic situations; calculate and analytically derive model outcomes; MATLAB <p>Methodological competences:</p> <ul style="list-style-type: none"> • Gather data and empirically test and validate models; synthesize complex quantitative information for professional presentations; transfer and apply theoretical knowledge to real-life settings. Improve the ability to work in an analytical consistent and rigorous way <p>Social competences:</p> <p>n/a</p>



	Personal competences: n/a The students will be able to think strategically, such as economists and mathematicians
Contents:	1. What's Macroeconomics about? 2. Growth Theory (Dynamic Theory & Simulations; Differential Equations) 3. IS-LM and AD-AS Model (closed and open economy; exchange rates) 4. Monetary Policy and Fiscal Policy 5. Advanced Issues: New Macro-Models 6. Current Economic Policy Issues
Assessment	Graded: Written exam

M14 Principles of Corporate Finance	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	6 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	120
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hans-Martin Beyer Email: hans-martin.beyer@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a



<p>Course learning objectives:</p>	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Students will obtain fundamental understanding, competences, and skills in the field of corporate financial management and understand the connections to financial and management accounting. • Students will be able to identify the relevant approaches and variables of financial decisions in general. More specifically, they will understand, apply and assess approaches and methods of investment decision making. • They will be able to assess the theoretical and practical connections between e.g. investment decisions, cost of capital, capital structure, and financing instruments. • Students will be able to identify the basic instruments of corporate funding and to understand the underlying capital structure theory and practice. They are enabled to critically discuss concepts applied in practice and acquire the ability to transfer theoretical knowledge into real-life situations. <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will develop and further enhance their critical thinking and problem-solving skills in addition to analytical skills particularly in the fields of financing and investment decision making. • They will be able to apply and connect skills obtained in previous courses like M1.2, M3, M8, M10.1. <p>Social/personal competences:</p> <ul style="list-style-type: none"> • Through the interactive nature of the module elements, students will develop their respective terminology and refine their professional communication competences.
<p>Contents:</p>	<p>1. Financial Management Basics (finance definitions, finance functions, financial goals, stakeholders, financial planning, financial default)</p> <p>2. Investment Decisions (types of Investments, Fisher separation theorem, methods of investment appraisal / capital budgeting under certainty - NPV, IRR, Payback/amortization methods, methods, methods of addressing uncertainty in investment decisions e.g. sensitivity analysis) Cost of Capital and Risk (Measuring Risk, Portfolio theory, asset pricing models eg. CAPM, calculation of WACC, alternative approaches of Dividend Policy, Capital Structure theory and practical considerations)</p> <p>3. Management of Corporate Capital (overview on financing options, sources / instruments of equity e.g. IPO/SPO, VC/PE, sources / instruments of debt financing e.g. bonds, bank loans, alternative approaches e.g. leasing, factoring, ABS)</p> <p>4. Financial Risk Management with Derivatives</p>
<p>Assessment</p>	<p>Graded: Written exam</p>



M15 Management Accounting and Control	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	4 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Michel Charifzadeh Email: michel.charifzadeh@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	n/a
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Students will have an enhanced understanding and insight into applying concepts, instruments, and techniques of management accounting and control for implementing strategic goals. • In the first part, students will understand the role of the controller in a corporation and recognize ethical aspects of accounting. Then, students will acquire the ability to set up an operating as well as a financial budget independently. • In parallel, they will be able to critically discuss behavioral implications of the budgeting process. A major part of the course is dedicated to performance measurement. Students will acquire the skills to measure financial performance of a business firm in various ways. • They will be able to identify financial drivers as well as being able to re-late them to operational drivers. • By learning from real-life examples, students will gain insight in how performance measurement systems are applied in companies and how they help implementing strategies. • Students will be able to reveal the shortcomings



	<p>and weaknesses of management control systems, and they will be able to develop solutions to these shortcomings.</p> <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will develop critical thinking and problem-solving skills in addition to analytical skills. • They will be able to critically discuss concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations. <p>Social competences:</p> <ul style="list-style-type: none"> • Through the interactive nature of the course, students will refine their oral and written communication skills. Besides, students will improve their ability to work in teams under time pressure. <p>Personal competences:</p> <ul style="list-style-type: none"> • Students will be equipped with the necessary knowledge and competences to resume a role in a management control function in an inter-nationally operating firm and become a valuable partner for operating and financial managers
Contents:	<p>Introduction to management accounting and management control • The role of a controller in a corporate function • Ethical challenges in management accounting and control • The budgeting process, operating budgets, financial budgets • Controllability and responsibility centers • Performance measurement with financial statements • Key financial ratios • Shareholder value analysis, cost of capital and value based management</p> <p>Strategic management accounting with the balanced scorecard • Advanced topics in management accounting and control</p>
Assessment	Graded: Written exam

M16.1 Strategic Management Essentials	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture



Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Florian Kapmeier Email: florian.kapmeier@reutlingen-university.de
Restrictions (if applicable)	Limited capacities may apply
Prerequisites:	n/a
Course learning objectives:	<p>This course draws on a wide range of perspectives to explore the roots of long term competitive advantage in organizations. Using a combination of learning about strategic management concepts and tools, cases, readings and, most importantly, lively discussion, the course will explore the ways in which companies can differentiate themselves from others. Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Students are introduced to the principles of strategic management. • They will develop an understanding of the key concepts and principles of strategy formulation and competitive analysis. • Students learn about how long term advantage is built from first-mover advantage, increasing returns, and unique organizational competences. • They will be able to critically discuss strategic management concepts applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations. <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will develop an understanding of the basic concepts and terminology used in strategic management, in particular, a clear understanding of the key concepts and principles of strategy formulation and competitive analysis, thus identifying opportunities and threats as well as strengths and weaknesses in the operating environment of organizations. • They develop an understanding of useful analytical skills, tools, and techniques for analyzing companies strategically, recognizing that no one strategic solution for an organization is necessarily correct. <p>Social competences:</p> <ul style="list-style-type: none"> • Students will improve their oral and written communication skills because of the interactive nature of the course and through the analysis and reporting of case situations. • Through teamwork on mini cases under time pressure and diversity in class, students will develop social and intercultural skills, including giving and receiving feedback.



	<p>Personal competences:</p> <p>Students will improve their oral and written presentation skills through the analysis and reporting of case situations and their analytical and problem-solving skills and their ability to think critically and strategically.</p>
Contents:	<ul style="list-style-type: none"> • Strategic Management: characteristics, strategic choice (Blue Oceans), strategy development • Company environment: market-based view, macro-environment, competitors, opportunities and threats • Strategic capability: resource-based-view, resources and competences, dynamic capabilities, organizational learning, strengths and weaknesses • Business level strategy: strategic business units, bases of competitive advantage, sustaining competitive advantage (Delta model), competition and cooperation, game theory • Corporate level and international strategy: product/market diversity, international diversity and international strategy • Methods of strategy development: directions for strategy development, methods of strategy development • Organizing for success: organizational forms, processes (Balanced Scorecard and Strategy Maps), relationships • Enabling success: managing people, managing information, managing finance, managing technology • Managing strategic change: change and change management, levers for managing strategic change • Understanding strategy development: intended strategy development, emergent strategy development
Assessment	Graded: Written exam

M16.2 Project Management	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Florian Kapmeier Email: florian.kapmeier@reutlingen-university.de



Restrictions (if applicable)	Limited capacities may apply
Prerequisites:	n/a
Course learning objectives:	<p>This course aims to introduce and train students in managing projects, and especially dealing with complexity in projects. Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competences:</p> <ul style="list-style-type: none"> • Students will learn about theory, methods, and quantitative tools that are applied to effectively plan, organize, and control projects, and about efficient techniques for managing projects. • Students will understand the theory underlying the methods and the tools of project management, incl. work breakdown structure (WBS), Critical Path Method (CPM), Critical Chain Method, Programme Evaluation and Review Techniques (PERT), and Project Risk Management, among others. <p>Methodological competences:</p> <ul style="list-style-type: none"> • Students will develop mechanisms of problem-solving and apply them to project management business cases. • They will develop competences to assimilate new knowledge alone or in a group with the support of state-of-the-art textbooks, apply the methods and tools to real-project management challenges and understand their limitations. <p>Social competences:</p> <ul style="list-style-type: none"> • Students will improve their intellectual skills including soft, social, communication, mathematical, analytical, synthesizing and problem-solving skills. As students work primarily in teams they benefit from their team members' skills: students will strengthen their social competence through cooperating with each other, by managing conflicts and giving and receiving feedback. • Students will also obtain an appreciation for organizational and human aspects in project organizations and project manager soft skills and typical profiles. <p>Personal competences:</p> <ul style="list-style-type: none"> • Students will gain personal confidence by building up knowledge, skills and capacities to approach managerial challenges in general and in managing projects in particular. • They also learn how to present logical and convincing arguments.
Contents:	<ul style="list-style-type: none"> • Introduction to project management • Projects in the organizational structure • Challenges in managing international projects • Project activity and risk planning • Project budgeting: costs and risks • Project scheduling: network techniques • Resource allocation • Project monitoring, project control, project auditing • Project termination



Assessment	Graded: Written exam
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M17.1 International Business Communication	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Yoany Beldarrain, Ph.D. Email: yoany.beldarrain@reutlingen-university.de
Restrictions (if applicable)	n/a
Prerequisites:	B2 level In English language
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competences:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will apply extended business and economics-related terminology in scenarios and discussions. • Students will integrate and demonstrate best practices for effective and ethical business communication skills when dealing with difficult work situations. • Students will demonstrate highly effective presentation skills. <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will discuss the impact of cultural dimensions and leadership styles on communication • Students will analyze, synthesize and evaluate business topics using verbal and written business English. • Students will



	<p>apply communication methods and techniques best suited for specific business scenarios.</p> <p>Social competence:</p> <ul style="list-style-type: none"> • Students will apply networking and teambuilding skills within an intercultural context. • Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios. <p>Personal competence:</p> <ul style="list-style-type: none"> • Students will confidently use the English language for different purposes, including business situations. • Students will attain the skills necessary to do an internship semester in an English-speaking program.
<p>Contents:</p>	<p>The International Business Communication course incorporates topics of recent/current interest around the globe. Topics from economics, finance, politics, etc., are all examined through the lens of effective communication for international business purposes. The course builds on skills previously learned in Business Communication 1 and 2, thus underscoring the dynamics at play in a communication act.</p> <ol style="list-style-type: none"> 1. Describe the Weaver & Shannon model 2. Define & recognize semantic noise 3. Describe the NLP Meta model 4. Compare processing capabilities of subconscious/unconscious vs conscious mind 5. Define unconscious cognition 6. Reflect upon own personal preferences and cultural background that influence communication 7. Define & identify the basic leadership styles & how BC may be influenced 8. Identify and discuss traits of a micromanager & typical BC problems associated with micromanagers 9. Identify and discuss the different types of power 10. Solve BC communication problems as represented in different work scenarios involving international teams 11. Identify the 7 C □s of communication 12. Identify & use the 5 stages of listening 13. Reflect upon own personal cultural competence and how it may influence communication 14. Identify and discuss predominant leadership styles based on cultural dimensions 15. Identify & discuss the impact of current BC trends 16. Assess what is meant by ethical communication 17. Differentiate between the components of Redding's (1996) typology of unethical organizational communication 18. Understand the four phases of the feminist perspective of organizational communication ethics proposed by Mattson and Buzzanell (1999) 19. Understand the importance of crisis communication



	<p>20.Compare actions vs reactions, proactive vs reactive BC</p> <p>21.Identify benefits of open & clear BC</p> <p>22.Compare/contrast the 5 management styles for handling conflict as per Thomas-Kilmann</p> <p>23.Choose the proper communication channel, mode, tone, register when dealing with a difficult situation</p> <p>24.Critically analyze and evaluate a current event as it relates to international BC dynamics(written and oral form)</p>
Assessment	Graded: Continuous assessment

M18 Second Business Language 3	
Study Program	B.Sc. International Business
Study level and semester	Bachelor, 3 rd sem.
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	60
Type/Teaching Method	Lecture
Language of instruction	<p>M6.a Business French</p> <p>M6.b Business Spanish</p> <p>M6.c Business Chinese</p> <p>M6.d Business German</p>
Frequency	Every Semester
Course Coordinator/Instructor	<p>Prof. Yoany Beldarrain, Ph.D</p> <p>E-Mail: yoany.beldarrain@reutlingen-university.de</p>
Restrictions (if applicable)	Limited capacities may apply
Prerequisites:	Completion of Module M12 Second business language 2



<p>Course learning objectives:</p>	<p>For Spanish, courses are offered on several levels (A1 to C1 of the Common European Framework of Reference for Languages). For French, courses are offered at the B1 to C1 level. For Chinese, courses are offered A1 to B1 level. Over the course of three semesters students complete three consecutive levels of one language. Students must demonstrate prerequisite skills in order to advance to the next level. After successful completion of this course, students should have developed:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will improve their language skills, while increasing their knowledge of basic business terminology in the target language. • Students will demonstrate best practices for business communication skills in the target language. • On all levels, students will improve their communication skills according to their individual capabilities. • Students will acquire or improve their grammar skills and vocabulary in the target language according to their individual competency level. • Students will acquire or improve written and oral communication skills in the target language, especially those skills used in business contexts and situations in the student's personal context (studies, internships). <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will analyze and discuss different business topics using the target language. <p>Social competence:</p> <ul style="list-style-type: none"> • Students will interact in the target language for various purposes and with different types of audiences. • Students will improve their intercultural awareness and intercultural communication competences. <p>Personal competence:</p> <ul style="list-style-type: none"> • Students will improve self-confidence using the target language for different purposes, including business situations. • Students will become familiar with Spain/Latin America, France and Germany and the ways of life and business life in Spanish, French or German-speaking countries. • Students will become aware of current economic developments and problems in Spanish, French, Chinese or German-speaking countries.
<p>Contents:</p>	<p>The Business Spanish, Business Chinese and Business French courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions. The Business Communication and Business German courses are offered within the study programme.</p>
<p>Assessment</p>	<p>Graded: Continuous Assessment</p>



M18.1 Interdisciplinary Studies	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	90
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bodo Herzog Email: bodo.herzog@reutlingen-university.de
Restrictions (falls zutreffend)	Admission capacity for this course is limited
Prerequisites:	
Course learning objectives:	<p>After the successful completion of this module, students should have developed:</p> <p>Professional competencies: Knowledge, skills and capabilities interdisciplinary thinking and working. Awareness for non - quantative influences on business and its global responsibility</p> <p>Methodological competencies: Knowledge, skills and capabilities to understand methods and tools from other areas of research than only business and economy and to apply those to a certain extent.</p> <p>Social competencies: Better communication skills for interdisciplinary discourse by understanding other points of view and other ways of thinking and working.</p> <p>Personal competencies: Strengthening of self-consciousness and self awareness by higher and better general knowledge.</p>
Contents:	Various contents presented in a classic „studium generale“



Assessment	Ungraded: Research paper
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M18.2 Applied Business Ethics	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	3 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	90
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bernd Banke E-Mail: Bernd.Banke@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	n/a
Course learning objectives:	<p>After the successful completion of this module, students should have developed:</p> <p>Professional competences: Knowledge, skills and capabilities for ethical decision making in a global business environment. Students will learn about the four steps for ethical decision making.</p> <p>Methodological competences: Knowledge and capability to transfer theoretical knowledge on given real problems in daily business life by going through 5 steps Ethics management applicable in all situations:</p> <ol style="list-style-type: none"> a) Analysis of the situation given (by applying the theory of social systems and / or other analytic approaches) b) Definition of the ethical problem c) Analysis of the (ethical and economic) arguments d) Evaluation and decision



	<p>e) Implementation into the management systems</p> <p>Social competences: Improvement of communication skills by: Theory: introduction of basic knowledge of communication theories: e.g. Watzlawik and others, Schulz von Thun, transaction analysis Practice: case studies in team work and class discussions</p> <p>Personal competences: Gain of personal confidence by getting knowledge, skills and capacities to approach ethical and moral problems occurring in their professional life. Ambition and engagement are strengthened in team and class discussions. Personal flexibility and autonomy are trained.</p>
Contents:	<ul style="list-style-type: none"> • Definitions of terms in business ethics • Significance of ethics in modern global economy • Theory of social systems • Philosophical roots of business ethics (from Plato to Kant) • Modern business ethics approaches (Utilitarianism, Ethic of discourse, institutional ethics, ethics of governance etc.) • Business ethics in the management triangle • Integrity and compliance management • Guidelines, standards, ratings and certifications in business ethics and CSR
Assessment	Graded: written exam

M19a Sales Management	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester



Course Coordinator/Instructor	Prof. Dr. Marco Schmäh E-Mail: marco.schmaeh@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Marketing
Course learning objectives:	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p>Professional competencies: expanded familiarity with methods and practical tools for sales management and strengthened understanding of implementation of personnel selling</p> <p>Methodological competencies: fostering analytical and decision-making skills of the students by using theoretical concepts and decision support models in lectures and case studies; preparation and presentation of team business case study before peers, critical evaluation of colleagues' case studies, research and writing of sales management solutions, participation in seminar sessions</p> <p>Social competencies: improved ability to work individually and in teams with focus on complex theoretical and analytical models; refined oral and written communication skills</p> <p>Personal competencies: analysis of complex situation and execution of professional tools and techniques, present and debate topics on sales management in a compelling and convincing manner</p>
Contents:	<ol style="list-style-type: none"> 1. Introduction to Sales Management 2. Value Based Selling 3. Digital Value Selling 4. Buying Center Analysis 5. Understanding Sales Processes
Assessment	Graded: Continuous Assessments



M20a Marketing Communication	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Stefan Busch E-Mail: stefan.busch@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Marketing, Marketing Research
Course learning objectives:	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p>Professional competencies: deepen marketing knowledge in B2C markets and broaden it by topics of marketing communication; understand and explain the relevant tools of marketing communication</p> <p>Methodological competencies: solve complex tasks in marketing communication above and below the line; work with interdisciplinary methods and models from psychology, sociology, medicine and other related disciplines</p> <p>Social competencies: improve the ability to work individually and in teams under time pressure; refine oral and written communication skills</p> <p>Personal competencies: present logical and convincing arguments; discuss topics on marketing communication responsibly on an expert level</p>
Contents:	<p>Topics will vary from semester to semester, for example:</p> <ul style="list-style-type: none"> • Branding • International Brand Management



	<ul style="list-style-type: none"> • International Brand Communications • Communication Instruments in Marketing • Integrated Communications • Analysis of Communication Tools like Advertisement <p>Topics vary from semester to semester depending on innovative research or actual business aspects</p>
Assessment	Graded: Continuous assessments

M21a Business Simulation	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Florian Kapmeier E-Mail: florian.kapmeier@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of Management
Course learning objectives:	Why do so many business strategies fail? Why do so many others fail to produce lasting results? Why do many businesses suffer from periodic crises, fluctuating sales, earnings, and morale? Why do some firms grow while others stagnate? How do once-dominant firms lose their competitive edge? And how can a firm identify and design high-leverage policies, policies that are not thwarted by un-anticipated side effects?



Accelerating economic, technological, social, and environmental change challenge managers to learn at increasing rates. And we must increasingly learn how to design and manage complex systems with multiple feedback effects, long time delays, and nonlinear responses to our decisions. Yet learning in such environments is difficult, precisely because we never confront many of the consequences of our most important decisions. Effective learning in such environments requires methods to develop systems thinking, to represent and assess such dynamic complexity – and tools managers can use to accelerate learning throughout an organization.

Upon completion of this strategy course, participants will have developed the following competencies:

Professional competencies: Students are introduced to systems thinking and the system dynamics modeling methodology. They apply system dynamics to corporate challenges in the area of strategy, organizational change, and policy design. Students will learn to visualize a business organization in terms of the structures and policies that create dynamics and regulate performance. In particular, they will improve their understanding of the ways in which an organization's performance is related to its internal structure and operating policies as well as those of customers, competitors, and suppliers. Students will use simulation models, management flight simulators, and case studies to develop conceptual and modeling skills for the design and management of organizations in a dynamic world. They will learn principles for effective use of modeling in the real world.

Methodological competencies: Students will develop an understanding of dynamic complexity, inherent in most business situations of policy-design and decision-making. They will learn how to carefully analyze complex systems, understand over-time-behavior, and the impacts of time delays, non linear relationships, and feed-backs. Students will learn to recognize and deal with situations where policy interventions are likely to be delayed, diluted, or defeated by unanticipated reactions and side effects. Students get to work with role playing games, simulation models, case studies, and management flight simulators to develop principles of policy design for successful management of complex strategies. They will have a chance to use state of the art software for computer simulation and gaming (no prior computer modeling experience is needed).

Social competencies: Students will improve their ability to work in teams in order to analyze complex business challenges. They will also refine their oral and written communication skills because of the interactive nature of the course. Through team work under time pressure and diversity in class, students will develop social and intercultural skills, including giving and receiving feedback.

Personal competencies: Students will improve their analytical and problem-solving skills. Students will be better aware of dynamic complexity. They will learn about their own position and the impact of own behavior, policy-design,



	and strategic decision-making on the complex system in which they themselves – as decision-makers - are embedded.
Contents:	<ul style="list-style-type: none"> • Strategic management dynamics: Purpose, Tools and Concepts • Model building • Problem definition and model purpose • Causal loop diagrams & Stock-and-flow-diagrams to grasp complexity • Dynamics of stocks and flows, feedback • Understanding the dynamics of simple systems • Analyzing systems and creating robust policies • Network externalities, complementarities, and path dependence • New technologies • Interactions of operations, strategy, and Human resource policy: the case of People Express • Re-engineering the supply chain in a high-velocity industry • Cutting corners and working overtime: Service quality management • Understanding complex systems which require international policy-design with the example of the climate system
Assessment	Graded: Continuous assessments

M22a Strategic Management	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Martin Mocker E-Mail: martin.mocker@reutlingen-university.de



Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of Management, Principles of Strategic Management
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: Students are expected to understand the ambiguity and complexity of defining and executing strategy in an increasingly global and digitized world.. They will be able to identify the key decisions driving long-term firm performance and understand how these decisions influence why some firms are more successful than others while still others fail.</p> <p>Methodological competencies: the capability to deal with complex, ambiguous situations by breaking problems down into parts, analyze the parts critically, weigh opposing arguments, present a synthesis and debate a decision in class as well as staying open to enhance or change decisions.</p> <p>Social competencies: Use feedback to improve their written and oral communication skills, their ability to work in teams, as well as defend their arguments in a discussion.</p> <p>Personal competencies: Deal with ambiguous situations that do not have a definite “right or wrong” answer.</p>
Contents:	<p>The course is organized around strategic decisions</p> <ol style="list-style-type: none"> 1. Strategic issues in a digital 2. The affect of digital technologies on industry structure 3. Strategy implementation: the need to redesign your organization 4. Digital technology and competitive advantage 5. The building blocks of digital transformation
Assessment	Graded: project work



M23a International Seminar on Marketing & Strategy	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	4 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	120
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester during the block week in April/October
Course Coordinator/Instructor	Prof. Joe Daly
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Marketing, Marketing Research
Course learning objectives:	<p>On successful completion of this module, a student will have developed the following competencies:</p> <p>Professional competencies:</p> <ul style="list-style-type: none"> • Distinguish, structure and appraise the similarities and differences between b2c marketing and b2b marketing. • Apply, formulate and assess the characteristics and concepts of b2b marketing. • Interpret and judge the environment within which business marketing activities occurring an international environment. • Justify the organisational buying process and determine business market opportunities. • Develop and rate the business marketing strategies of b2b organisations. • Describe and demonstrate the steps in the personal selling pro-cess. • Identify and demonstrate the knowledge and skills necessary for effective selling in the organisation nationally and internationally.



	<p>Methodological competencies:</p> <ul style="list-style-type: none"> • Prepare, Structure and deliver analysis resulting from detailed re-view of Business to Business case studies. • Apply marketing models and strategic models to various scenarios. • Prepare, structure and deliver results and outcomes in team environments. • Balance a team approach to analysis while utilising individual skills. <p>Social competencies:</p> <ul style="list-style-type: none"> • Performing various roles in team tasks and identifying their individual skills and applying them productively. • Delivering oral and written presentations in a business context in a professional and competent manner to peers. <p>Personal competencies:</p> <ul style="list-style-type: none"> • Apply marketing models and strategies to business situations. • Display confidence and professionalism in the business to business environment. • Use a professional, structured approach to dealing with clients and customers in any business context
<p>Contents:</p>	<ul style="list-style-type: none"> • Business Marketing Perspectives: Business Markets versus Consumer Goods Markets, Characteristics of Business Markets, Business Market Customers, Classifying Goods for the Business Market. International aspects of B2B. • The Organisational Buying Process: Buying Situations, International Forces Shaping Organisational Buying Behaviour. • Relationship Strategies for Business Markets: Differing Types of Relationships, Managing buyer-seller Relationships. • Segmenting in the Business Market: Requirements and Benefits, Bases for segmentation. • Managing Products for Business Markets: Managing Products in High Technology Markets, New Industrial Product Development, The Technology Adoption Life Cycle. • Pricing Strategy for Business Markets: Industrial Pricing Strategies and Tactics, Leasing. • Managing Business Marketing Channels: Functions and Purpose of the Channel; Participants in the Channel. • Business Marketing Communications: Advertising, Personal Selling, Sales Promotions, Public Relations, Direct Marketing & Supplementary Communications Tools. • The personal selling process, Characteristics and attributes of the effective salesperson, Buyer-seller interaction and relationship selling. Professional selling in an international environment.
<p>Assessment</p>	<p>Ungraded (pass/fail): Continuous assessments</p>



M19b International Financial Reporting	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Mr. Thomas Wagner Thomas.Wagner@Reutlingen-University.DE
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Financial Accounting
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: In this seminar, students get a detailed understanding of financial accounting according to International Financial Reporting Standards (IFRS). Students acquire professional in-depth knowledge about all relevant areas of international financial reporting including its principles and theories as well as the elements of financial statements, i.e. assets, liabilities, equity, revenues and expenses. In specific,</p> <ul style="list-style-type: none"> • Students will develop an understanding of the origin of the international accounting standards, the principles and the frame-work of IFRS in contrast to major local reporting principles like US GAAP or German GAAP (HGB). • Since IFRSs are continuously developed, students will become familiar with the role of the standard setting bodies (especially the IASB) and the imminent changes of IFRS.



	<ul style="list-style-type: none"> • Students will deal with the most recent topics of standard development currently discussed by the IASB. Based on this, students will be equipped with the knowledge and skills to critically discuss and solve specific accounting problems and challenge existing and proposed standards. <p>Methodological competencies: Students will develop critical thinking, case analysis skills and academic writing skills. Through a principles-based approach, students will acquire the ability to apply general concepts to specific situations and to critically discuss existing solutions to problems. In addition, they acquire presentation skills.</p> <p>Social competencies: Through the interactive nature of the course, students will refine their oral and written communication skills. Through team work under time pressure and diversity in class, students will develop social and intercultural skills.</p> <p>Personal competencies: Students develop the skills to work autonomously on a new complex topic. They learn how to act competently and self-responsibly. As part of the major in Finance and Accounting, the course will train students for both a specialist career in accounting and auditing as well as a leadership role in international management.</p>
Contents:	<p>Exemplary topics to be covered in the course are:</p> <ol style="list-style-type: none"> 1. Theory, framework, and regulation 2. The process of harmonization, IFRS vs. US GAAP 3. Financial statements presentation 4. Fixed (non-current) tangible assets 5. Intangible assets 6. Impairment and disposal of assets 7. Leases 8. Inventories 9. Revenue and revenue recognition 10. Provisions, contingent liabilities and contingent assets 11. Financial instruments, financial derivatives 12. Deferred taxes 13. Other current topics in IFRS
Assessment	Graded: Continuous assessments



M20b Consolidated Financial Statements	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Dominic Wader E-Mail: dominic.wader@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Financial Accounting
Course learning objectives:	<p>Professional Competencies: In this seminar-style course, students get a detailed understanding of consolidated financial statements. Students are guided through all relevant areas of the preparation of consolidated financial statements according to local and international GAAP. Starting with the scope and the principles of consolidate financial statements they will learn to apply in depth the consolidation process for investments, joint ventures and associates both in theory and in practice.</p> <p>Methodological competencies: Students will further enhance their critical thinking, case analytical skills and problem solving skills particularly in the fields of consolidated financial statements.</p> <p>Social competencies:</p> <p>Through the interactive nature of the course, students will refine their oral and written communication competence and their team skills.</p> <p>Personal competencies: Students will be equipped with the necessary knowledge, experiences and competencies to resume a role in the respective fields of professional competence. The course will train students for both a</p>



	specialist career in accounting and auditing and a role in general management.
Contents:	<p>Basic topics and an overview will be presented by the instructor. Case studies will deepen the understanding. Case studies are prepared by students, who are coached by the instructor. Students will present the results of their work and discuss them in class. General topics to be covered are:</p> <ul style="list-style-type: none"> • Scope of Consolidated Financial Statements • Principles of Consolidated Financial Statements • Special Purpose Entities • Components of Consolidated Financial Statements • Translation of foreign exchanges rates • Consolidation of investment • Elimination of intragroup transactions • Joint Ventures • Equity Method • Deferred Taxes • Additional elements of consolidated financial statements
Assessment	Graded: Written exam

M21b International Corporate Transactions	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	<p>Prof. Dr. Hans-Martin Beyer</p> <p>E-Mail: Hans-Martin.Beyer@reutlingen-university.de</p>



Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Corporate Finance
Course learning objectives:	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: Students will develop an enhanced understanding of corporate M&A transactions and valuation techniques. In specific, students will be able to</p> <ul style="list-style-type: none"> • Differentiate and explain types of corporate transactions, key stages and respective stakeholders of M&A processes, and generic forms of structuring and financing transactions • Understand theoretical and methodological fundamentals of company valuation • Identify required data for income approaches including calculation of different forms of FCFs and understand estimating and planning approaches and limitations • Apply company valuation techniques to problems of limited complexity • Identify and address specific methodological issues in an international context e.g. in regard to the cost of capital <p>Students will be able to critically discuss valuation concepts as well as data sources (i.e. Factset) applied in practice and acquire the ability to transfer and apply theoretical knowledge to real-life situations.</p> <p>Methodological competencies: Students will further enhance their critical thinking and problem solving skills in addition to analytical skills particularly in the fields of company valuation and respective decision making. They will obtain advanced analytical skills in structuring / developing business plans and applying financial modeling techniques.</p> <p>Social competencies: Through the interactive nature of the course, students will refine their oral and written communication competence and their team skills.</p> <p>Personal competencies: Students will be equipped with the necessary knowledge, experiences and competencies to resume a role in the respective fields of professional competence. Conflicting interests and related inter- and intrapersonal conflicts and ethical problems will be assessed and discussed.</p>
Contents:	<p>Key topics / elements of the course include:</p> <ul style="list-style-type: none"> • Introduction • Transaction fundamentals <ul style="list-style-type: none"> ○ Types, terms and motives ○ Transaction process and the role of Valuation in the transaction process, stakeholders and regulatory framework

	<ul style="list-style-type: none"> ○ Generic forms of structuring and financing transactions • Company Valuation <ul style="list-style-type: none"> ○ Valuation basics and overview ○ Income Approaches – <ul style="list-style-type: none"> ▪ Types/calculation of FCF and forecasting ▪ Capital structure and cost of capital ▪ Terminal value ▪ Plausibility, interpreting of results ○ Market Approaches ○ Assessment of approaches and conclusions <p>The above content will be accompanied/supported by case studies and student projects. Students will work mainly in groups on methodological issues of valuation and will prepare a presentation and a paper. The student work is coached by the instructor. Students will present the results of their work and discuss them in class.</p>
Assessment	Graded: Written exam & Continuous assessments

M22b Financial Engineering	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 50
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bodo Herzog E-Mail: bodo.herzog@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited



Prerequisites:	Mathematics, Statistics, Corporate Finance
Course learning objectives:	<p>The course about 'Financial Mathematics and Financial Engineering' provides a focus on both mathematical and applied issues for banking and corporations.</p> <p>Professional competencies: After the successful completion of this module the students can critically discuss the relevance and limitations of financial & economic concepts; apply mathematical models; understand model implications in specific situations; calculate and analytically derive model outcomes; Students will implement their models in reliable and useable software solutions with software applications</p> <p>Methodological competencies: Students will have the persistence, integrity, and maturity to develop advanced tools that can be used responsibly and fully appropriate to the problem in hand; improve the ability to work in an analytical rigorous way. Students will design and evaluate complex financial instruments in a global context from a banking and corporate perspective; synthesize complex quantitative information for professional presentations; transfer and apply theo-retical knowledge to real-life settings.</p> <p>Social competencies: -</p> <p>Personal competencies: Students will effectively communicate difficult quantitative solutions to non-specialist users; the students should be able to think strategically</p>
Contents:	<ol style="list-style-type: none"> 1. Idea of Financial Engineering <ol style="list-style-type: none"> a. Design and Pricing of Complex (Derivative) Products b. Application to Hedging 2. Foundation of Mathematical Finance <ol style="list-style-type: none"> a. Foundaitons of Probability Theory b. Introduction to Stochastic Processes c. Martingale Theory and Application d. Stochastic Integraion 3. Mathematical Concepts in Financial Engineering <ol style="list-style-type: none"> a. Stochastic Differential Equations & Partial Differential Eq. b. Soluation of Black-Scholes Formula (BS-Formula) c. Numerical Methods to Solve BS-Formula 4. Application: Valuation of Plain Vanilla and Exotic Options
Assessment	Graded: Continuous Assessments



M23b International Seminar on Finance & Accounting	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	4 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	120
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester during the block week in April/October
Course Coordinator/Instructor	Prof. Dr. Konstantin Kostin
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Corporate Finance
Course learning objectives:	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p>Professional competencies:</p> <ol style="list-style-type: none"> 1. The student can sufficiently analyze international financial markets and the roles of financial and corporate participants on these markets; 2. The student can develop and adjust an investment strategy based upon financial analysis; 3. The student can sufficiently execute an investment strategy; 4. The student can sufficiently apply the principles of corporate valuebased management; 5. The student can discuss how source of wealth, measure of wealth, and stage of life affect an individual investors' risk tolerance; 6. The student understands the theory of life-cycle saving and investing;



	<p>7. The student can explain the influence of investor psychology on risk tolerance and investment choices;</p> <p>8. The student can explain potential benefits, for both clients and investment advisers, of having a formal investment policy statement;</p> <p>9. The student can discuss current developments in financial markets and their impact on individual investor portfolios;</p> <p>10. The student can apply gained knowledge in practical investment decision settings.</p> <p>Methodological competencies:</p> <p>1. The student can sufficiently describe and use a system for making investment choices that requires both qualitative and quantitative analysis;</p> <p>2. The student can sufficiently apply theoretical concepts into real life cases;</p> <p>3. The student can make effective investment decisions based upon qualitative and quantitative analysis.</p> <p>Social competencies:</p> <p>1. The student can be an effective team player and set group interest above self interest;</p> <p>2. The student shows sufficient communication skills, both oral and written.</p> <p>Personal competencies:</p> <p>1. The student shows sufficient capability to execute alternative actions as a response to changing external markets circumstances;</p> <p>2. The student shows sufficient decision-making capabilities based upon analyses even under time constrains;</p> <p>3. The student shows a pro-active and result oriented attitude;</p> <p>4. The students will be able to enhance presentation and self-reflection abilities via discussions, case studies, and group work;</p> <p>5. The students learn to find innovative creative solutions to money problems;</p> <p>6. The students approach whatever happens with financial intelligence and turn it into a gain even if it looks otherwise at first sight</p>
<p>Contents:</p>	<p>1. class lectures</p> <p>2. group cases</p> <p>3. assignments in groups, group presentation with individual Q&A</p>



	4. interactive investment group project
Assessment	Ungraded (pass/fail): Continuous Assessments

M19c Advanced HRM	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hermann Lassleben E-Mail: hermann.lassleben@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of HRM
Course learning objectives:	<p>Upon successful completion, students will have developed the following competencies:</p> <p>Professional competencies: in-depth knowledge in a defined subject area of HRM, acquaintance with relevant theoretical backgrounds; in-depth familiarity with challenges, issues, concepts, and solutions as well as limitations in the subject area.</p> <p>Methodological competencies: competence to conduct empirical re-search projects independently, ability to investigate HRM concepts from different angles, critically assess their relevance and use, chances and risks, possibilities and limitations, prerequisites and consequences, putting them in context, building an own critical stance, and drawing profit for daily work out of them.</p>



	<p>Social competencies: perform effectively as a team member, encourage and utilize others' contributions; build teams.</p> <p>Personal competencies: increase personal and work effectiveness; exercise self-reflection; improve self-awareness and self-management; become aware of diversity in people and concepts; reflect on practice to improve work skills continuously.</p>
<p>Contents:</p>	<p>The seminar is conducted in the form of a project seminar. It is built on a "three columns" didactical model: (1) Learn, (2) Reflect, (3) Apply.</p> <p>Participants learn (read, recapitulate and discuss) the basic principles of business research (1).</p> <p>They reflect (read, recapitulate and discuss) recent research in the area of HRM. Doing so, they deepen their understanding of applied business (HRM) research and become familiar with various up-to-date HRM topics and research results (2).</p> <p>Finally, participants apply their knowledge and conduct own research projects in teams during the semester. Doing so, they in addition develop expertise in the content area of their research (3).</p> <p>Upon conducting their research projects, participants are closely coached by the instructor. Each project includes an empirical study as well as the preparation of a respective paper/project report.</p> <p>Topics for the projects are defined by practice partners, the instructor, or participants themselves. Condition is that the topic is appropriate for a structured quantitative or qualitative empirical research approach.</p> <p>Participants will stepwise develop their research proposal, configure an appropriate research design, review the literature, decide about and develop research methods, determine the sample, administer data collection, analyze data, draw conclusions, discuss findings and write up their entire research. The research process will basically follow the structure given by Quinlan et al. (2015). Participants prepare respective chapters for class meetings in which they are recapitulated and discussed. In accordance with that structure, all steps of the research process will be - one after the other - applied onto the determined research question/topic.</p> <p>Simultaneously, current research papers are discussed in class in order to better understand the application of business research principles and strategies, as well as to become familiar with the HRM content issues under research.</p>
<p>Assessment</p>	<p>Graded: Project work</p>



M20c Advanced International HRM	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Julia Hormuth E-Mail: julia.hormuth@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of HRM
Course learning objectives:	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p>Professional competencies: familiarity with specific challenges of managing people in multinational companies; understanding of country-specific differences of HRM; deeper insight into one aspect of managing a global workforce.</p> <p>Methodological competencies: competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards.</p> <p>Social competencies: presentation and teamworking skills (through groupwork and group presentations).</p> <p>Personal competencies: awareness of the own skills in managing international employees; awareness of the own skills in realizing an academic project.</p>



<p>Contents:</p>	<p>Advanced International HRM – Trends of international work and managing a global workforce</p> <p>PART I: During the first part of the course, students will get familiar with specific challenges of managing people in an international environment. The focus is on topics that are not only relevant for HR management but also for line managers:</p> <ul style="list-style-type: none"> • Key areas of IHRM and current topics in IHRM • Internationalisation strategies and their relevance for managing people • Managing international assignments • Culture shock, cross-cultural adjustment and repatriation • HRM in cross-border M&As and alliances • HR due diligence, cultural due diligence and post merger integration • Managing a global workforce: global standardisation or local adaptation? • Recruiting internationally, leading international employees and integrating new workforces (e.g. refugees) <p>PART II: During the second part of the semester there will be a focus on one current topic in International HRM. Supported and guided by the lecturer students will work on a research project (i.e. develop a research question, a questionnaire or interview guideline, realize an empirical study, analyse the data etc.). The objective is to help them gain competencies that they need to realize their own empirical project for the bachelor thesis.</p> <p>Examples of possible topics are:</p> <ul style="list-style-type: none"> • Flexible forms of international work: frequent flyers / flexpatriates, international commuters, short term assignees • Self-initiated expatriation – a chance for graduates? • Digital leadership in a globalized world • HR and cultural due diligence in international M&As • Recruiting and integrating refugees in German companies
<p>Assessment</p>	<p>Graded: Project work</p>



M21c Corporate Social Responsibility	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Bernd Banke E-Mail: bernd.banke@reutlingen-university.de
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Recommendation: Combined with M18.2 Applied Business Ethics
Course learning objectives:	<p>After the successful completion of this module, students should have developed:</p> <p>Professional competences: The course follows a procedure of four steps. In step number one students learn about different approaches and definitions of CSR in theory and practice. At the end of step one, they will be able to develop a definition of their own including all major aspects of CSR management.</p> <p>Following the management triangle of planning executing and controlling in step two of the course the most important values and aims are introduced to enable the students to plan a CSR management strategy for a specific international company or institution.</p> <p>Step three shows various examples of CSR strategies and measures taken from the world of business and economy. Students will have to take part actively at this stage. They have to find contemporary examples by themselves and introduce them to class.</p>



	<p>Finally in step three possibilities and difficulties of measuring a “successful” CSR strategy are shown. Major international standards such as ISO 26000, Global compact and the Global Reporting Initiative (GRI) are introduced.</p> <p>Methodological competences: Knowledge and capability to transfer theoretical knowledge on given real problems, e.g.:</p> <ul style="list-style-type: none"> • finding newest information in this fast developing area of research • managing CSR related problems and challenges by following a 5 step procedure: <ol style="list-style-type: none"> 1. Analysis of the situation 2. Definition of the problem 3. Analysis of the arguments 4. Evaluation and decision 5. Implementation into the management systems <p>Social competences:</p> <ol style="list-style-type: none"> 1. Sharpening of awareness for ecological and social questions 2. Strengthening of emphatic capabilities 3. As a consequence of points 1. and 2. better communication and argumentation abilities. <p>Personal competences:</p> <ul style="list-style-type: none"> • Higher awareness of the individual responsibility in professional life • Ability to influence work / life balance by finding more satisfaction in professional life • Higher self-consciousness
<p>Contents:</p>	<ul style="list-style-type: none"> • Definitions of and approaches to CSR • (Short) history of CSR • Types of CSR • Management tools for the integration of a CSR strategy • CSR rankings, ratings and certifications
<p>Assessment</p>	<p>Graded: Continuous Assessments</p>



M22c International Organizations	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	5 ECTS Credits
Hours per week / total contact hours	4 / 60
Total hours of study	150
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester
Course Coordinator/Instructor	Prof. Dr. Hazel Grünewald E-Mail: hazel.gruenewald@reutlingen-university.de Marie-Luise Appelt
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of Management
Course learning objectives:	<p>After the successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p>Professional competencies: understanding of key concepts, models and practices within the field of organisational behaviour such as personality, motivation, team dynamics and effectiveness, decision-making, organisational design, culture and change; appreciation of how theories can be translated into practical applications.</p> <p>Methodological competencies: competence to develop and answer a specific research question, to prepare a paper and a presentation according to scientific standards. The ability to be able to stand back and view complex situations in perspective and to think critically about organisations and what happens in them</p> <p>Social competencies: presentation and teamwork skills (through group work and group presentations).</p>



	<p>Personal competencies: awareness of the own skills in realising an academic project; competence to evaluate other student's academic projects and presentations.</p>
<p>Contents:</p>	<p>PART I: The world of organisational behaviour</p> <ul style="list-style-type: none"> • Foundations of organisational behaviour <p>PART II: Individual Process</p> <ul style="list-style-type: none"> • Understanding people at work <ul style="list-style-type: none"> o Personality dynamics o Values o Perception and learning o Emotions, attitudes and stress • Motivation and job satisfaction <ul style="list-style-type: none"> o Content and process theories o Reinforcement theories o Designing a motivating work environment <p>Part III: Group and social processes</p> <ul style="list-style-type: none"> • Managing demographic and cultural diversity • Managing groups and teams, team dynamics • Communication and decision-making • Leadership and trust <p>Part IV: Organisational processes and dynamics</p> <ul style="list-style-type: none"> • Organisational culture
<p>Assessment</p>	<p>Graded: Continuous Assessments</p>



M23c International Seminar on HRM & Organization	
Study Program	B.Sc. International Business
Study level and semester	Bachelor 5 th Semester
ECTS Credits	4 ECTS Credits
Hours per week / total contact hours	2 / 30
Total hours of study	120
Type/Teaching Method	Seminar
Language of instruction	English
Frequency	Every Semester during the block week in April/October
Course Coordinator/Instructor	Visiting Professor Maria Haukka Haaga-Helia University of Applied Sciences, Helsinki, Finland
Restrictions (if applicable)	Admission capacity for this course is limited
Prerequisites:	Principles of HRM
Course learning objectives:	<p>Students will get familiar with a current topic of practical relevance in the HRM & Organization functions of international companies. In addition, they will experience differences of teaching styles, as well as of perspectives on HRM & Organization dependent on the national origin of the guest professor teaching the seminar.</p> <p>By that, they will develop competencies that enable them to cooperate with people of different cultural origin, as well as to work in international environments.</p>
Contents:	<p>A guest professor will be invited to teach this seminar which will take place blocked in one week. The topic of the seminar will be determined by the guest professor but clearly relate to the field of HRM & Organization. The topic will be introduced by the guest professor.</p> <p>To arrive at a balanced, holistic understanding of challenges and solutions in the area under regard, the topic will be split up and distributed to students together with research questions. Students will work on a research question (topic), and prepare a presentation according to scientific standards. The whole process is coached by the instructor. Students present the results of their work in class and discuss them with instructor and peers. During the course selected reading material is distributed and discussed to</p>



	round-up all participants' view of the topic.
Assessment	Ungraded (pass/fail): Continuous Assessments

