

**HOCHSCHULE
FÜR TECHNIK
STUTT GART**

klimakompetent
resilient
vernetzt

Stuttgart Business School

Programme for
exchange students

17. März 2026



- 1 INTRODUCTION OF SBS
- 2 EXCHANGE PROGRAMME AT SBS
- 3 APPENDIX



01

Introduction Of SBS

1. INTRODUCTION OF SBS - Facts and numbers

800 / 1450 *

STUDENTS

16 / 26 *

Professors

117

Lectureres

Bachelor

- Bachelor Business Administration
- Bachelor Business Administration International Business
- Bachelor Business Psychology

Master

- Master General Management
- Master Green Logistics
- Master Business Psychology
- Master Business Psychology & Business Transformation

* Associated study programs

- Bachelor Infrastructure Management
- Bachelor Business Information Systems
- Civil Engineering and Business Management

1. INTRODUCTION OF SBS - Professors

Bachelor Business Administration
Business Administration International Business
Master General Management
Master Green Logistics



Prof. Dr. Georg Hauer
Professor | Dean and Director SBS



Prof. Dr. Melanie Mühlberger
Professor | Dean of Studies Bachelor
Business Administration



Prof. Dr. Nicole Eulenburg
Professor



Prof. Dr. Weichert-Kosnick
Professor



Prof. Dr. Payam Dehdari
Professor



Prof. Dr. Klaus Schneider
Professor



Prof. Dr. Andrea Lochmahr
Professor | Dean of Studies Master
Green Logistics



Prof. Dr. Tobias Popovic
Professor | Ethics Officer



Prof. Dr. Dirk Vogel
Professor | International Liaison
Officer, Bachelor Business
Administration

Bachelor Business Psychology
Master Business Psychology
Master Business Psychology & Business Transformation



Prof. Dr. Patrick Müller
Professor | Dean of Studies Master
Business Psychology | Head of
Research



Prof. Dr. Thomas Bäumer
Professor | Dean of Studies Bachelor
Business Psychology



Prof. Dr. Stephanie Huber
Professor | Head of Business
Psychology Laboratory



Prof. Dr. Patrick Planing
Professor | International Liaison
Officer, Bachelor Business
Psychology



Prof. Dr. Katrin Allmendinger
Professor | International Liaison
Officer, Master Business Psychology



Prof. Dr. Uta Bronner
Professor



Prof. Dr. Roland Erben
Professor | Head of Project
Examination Office Bachelor
Business Psychology

1. INTRODUCTION OF SBS - Academic Staff

Bachelor Business Administration | Business Administration International Business | Bachelor Business Psychology

Master General Management | Master Green Logistics | Master Business Psychology | Master Business Psychology & Business Transformation



Silke Boseck
Study Operations Manager



Mikael Bagratuni
Support for international issues SBS



Anita Dase
Programme Organisation



Anna Burkovski
Operational Management of
Logistics Laboratory



Susanne Moulin
Operational Management of
Business Psychology Laboratory



Umut Özkara
IT Management



Sabine Bürklin
Programme Organisation



Kerstin Schefold
Programme Organisation



Hilal Altin
Programme Organisation



Sophie Marie Gebert
Academic Staff Master Business
Psychology & Master General
Management



Julia Schweizer
Business Management



Sofia Gutekunst
Academic Staff Bachelor Business
Psychology



Stella Capone
Academic Staff Bachelor Business
Administration

1. INTRODUCTION OF SBS - About us



- Founded: 2003
- Vision: Innovative partner for teaching, research and transfer
- Mission: Application relevance, inspiration, sustainable solutions
- Strong regional roots in the Stuttgart metropolitan area
- Connection between business, technology and society
- Focus on future topics such as digitalisation and sustainability

Re-accreditation according to FIBAA and AACSB MEMBER



02

EXCHANGE

PROGRAMME AT

SBS

20

Courses and exams in English language

6

Business
Administration

5

Business
Psychology

8

Master General
Management

1

Bachelor Plus (thesis and
presentation)

19 Levels

Language courses offered
(e.g. German, Chinese, etc.)

5

Interdisciplinary skills
offered by the International
Office

Bachelor / Master

Double Degree options with
our international partners



Facts

- **80 partner universities** worldwide (20% with Stuttgart Business School)
- **~120 incoming students/year**, 20% at SBS
- **242+ outgoing students** (2017), ~30% from SBS
- **International Student Office:** advising, buddy program, housing support

Academic Information

- **Academic year:** Winter (Mar–Jul), Summer (Oct–Feb)
- **Prep courses:** 4-week intensive language course before semester start
- **Duration:** 3 years (6 semesters, Bachelor)
- **International focus:** Modules, languages (EN, ES, CN), cultural/regional courses, internship abroad, global partners
- **Degrees:** B.A. Business Administration / B.Sc. Business Psychology

2. EXCHANGE PROGRAMME AT SBS – OUR Current International Partners

North & Central America

University of Prince Edward Island (Canada)	University of California Santa Barbara (USA)
Universidad Autónoma de Yucatán (Mexico)	San Diego State University (USA)
Tecnológico de Monterrey (Mexico)	California State University Long Beach (USA)
BCIT – British Columbia Institute of Technology (Canada)	

Asia

Universiti Teknologi Mara (Malaysia)	Jinan University (China)
Tatung University (Taiwan)	Chitkara University (India)
National Taiwan Normal University (Taiwan)	Hosei University (Japan)
INHA-University (South Korea)	

Europe & South Africa

Universidad de Granada (Spain)	Edinburgh Napier University (Scotland, UK)
Universidad de Oviedo (Spain)	Metropolia University of Applied Sciences (Finland)
UNIE Universidad de Madrid (Spain)	Dublin Business School (Ireland)
INSEEC Paris (France)	Nelson Mandela University (South Africa)
BCIT – British Columbia Institute of Technology (Canada)	

2. EXCHANGE PROGRAMME AT SBS – DETAILED COURSE PLAN

International Modules for Bachelor in **Business Administration** Contents: English Classes and English Exams

Module	Subject	Credit Points	Term
9024	4030 Procurement and Logistics	6	Fall and Spring
9024	4032 Quality and Production Management	6	Fall and Spring
9024	4034 Selected HRM topics & Application Coaching	6	Fall and Spring
9024	4035 Capital Markets and Financial Institutions	6	Fall and Spring
9032	6021 Business-Software (SAP)	5	Fall and Spring
9032	6022 eBusiness	5	Fall and Spring

2. EXCHANGE PROGRAMME AT SBS – DETAILED COURSE PLAN

International Modules for Bachelor in **Business Psychology**
Contents: English Classes and English Exams

Module	Subject	Credit Points	Term
2020	2021 Marketing	3	Fall and Spring
1040	1041 Social Psychology	6	Fall and Spring
4010	4011 Industrial and Organizational Psychology	6	Fall and Spring
3060	3061 Consulting I	6	Spring
6030	6031 Strategic Business Management	5	Fall and Spring

International Modules for Master in **General Management** Contents: English Classes and English Exams

Module	Subject	Credit Points	Term
9015	3131 International Business Skills*	4	Spring
9015	3132 Leadership	4	Fall and Spring
9015	3133 Change Management	4	Fall
9001	2101 Business Information Systems	3	Spring
9006	2061 Operations Management	5	Spring
9003	2031 Strategic Management	5	Spring
9005	2051 Human Resource Management	5	Spring
9015	3130 Sustainability in International Context	2	Fall and Spring

Further Modules for Bachelor **one academic year** (Bachelor Plus and Double Degree Programme)

Bachelor Thesis

Module	Subject	Credit Points	Term
9034	6041/6042 Bachelor Thesis – joined Thesis incl. Presentation*	14	Fall and Spring

*Thesis must be written in English, jointly supervised by HFT Stuttgart and home university

Intercultural Skills

Module	Subject	Credit Points	Term
9015	3131 International Business Skills*	4	Spring
9015	3132 Leadership*	4	Spring
9015	3133 Change Management*	4	Fall

* 2 out of 3 elements must be completed

Double Degree options for **Bachelor International Business (Incoming Students)**

Module	Subject	Creditpoints	1	2	3	4	5	6	7	8
9100	Business Studies completed at partner university	120 / 150	x	x	x	x				
9200	Business Studies and Business Psychology Studies completed at HFT	30 / 38					x			
9300	Business Studies and Business Psychology Studies completed at HFT	30 / 38						x		
9400	Additional Business Studies and additional Psychology Studies at HFT	0 / 16 / 30						x		x
9500	Joint Bachelor Thesis	14							x	
Total		240								

Double Degree options for **Bachelor International Business (Outgoing Students)**

Module	Subject	Creditpoints	7	8
9201	International Module I	30	x	
9202	International Module II	30		x
Total		60		

Double Degree Option with our partner universities: **Master General Management**

	1. Semester	2. Semester	3. Semester	4. Semester
HFT & Partner University	General Management - Base • Economics and Business Information Systems • International Management • Strategic Management • Marketing Management • Human Resource Management • Operations Management • Purchasing & Logistics • Financial Accounting and Taxation • Management Accounting • Finance • International Business Law • Business Languages		Partner University Management Language and Culture Modules according to the Partner University study plan	Partner University and HFT Joint Master Thesis Further required 4th Semester Module

Double Degree Option with our partner Tatung, Taiwan: **Master General Management**

	1. Semester	2. Semester	3. Semester	4. Semester
HFT & Partner University	General Management - Base • Economics and Business Information Systems • International Management • Strategic Management • Marketing Management • Human Resource Management • Operations Management • Purchasing & Logistics • Financial Accounting and Taxation • Management Accounting • Finance • International Business Law • Business Languages		Tatung University Management Language and Culture Modules according to the Partner University study plan	Tatung University and HFT Joint Master Thesis Further required 4th Semester Module

2. EXCHANGE PROGRAMME AT SBS – DETAILED COURSE PLAN

Contents: Foreign Language Classes – Business Focus

German Language Modules (offered by International Student Office)

Module	Type	Level (CEFR)	Credit Points	Term
Basic German A1-1	Residential intensive language course (4 weeks before semester start)	A1	3	Fall and Spring
Basic German A2-1	Residential intensive language course	A2	3	Fall and Spring
Intermediate German B1-1	Residential intensive language course	B1	3	Fall and Spring
Intermediate German B2-1	Residential intensive language course	B2	3	Fall and Spring
Basic German A1-2	Weekly semester course	A1	2	Fall and Spring
Basic German A2-2	Weekly semester course	A2	2	Fall and Spring
Intermediate German B1-2	Weekly semester course	B1	2	Fall and Spring
Intermediate German B2-2	Weekly semester course	B2	2	Fall and Spring
Advanced German C1	Weekly semester course	C1	2	Fall and Spring

Further Language Modules (part of Business Administration study program)

Module	Subject	Level (CEFR)	Credit Points	Term
4011	Business English	B1–B2	2	Fall and Spring
4012	Business English Presentations – Levels 2 & 3	C1	3	Fall and Spring
1051	Spanish for Economists – Level 1	A1	2	Fall and Spring
2052	Spanish for Economists – Level 2	A1	3	Fall and Spring
1122	Spanish for Economists – Level 3	B1	3	Fall
2122	Spanish for Economists – Level 4	B2	3	Spring
1061	Chinese for Economists – Level 1	A1	2	Fall
2062	Chinese for Economists – Level 2	A1	3	Spring
1123	Chinese for Economists – Level 3	—	3	Fall
2123	Chinese for Economists – Level 4	—	3	Spring

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SBS

Appendix

Module	(9024) 4030 Procurement and Logistics
ECTS	6
Responsible Lecturer	Ilva Kellermann
Semester	3rd semester (Fall/Spring Term)
Weekly Hours (SWS)	4
Independent Study	120 h
Examination	Graded seminar paper or written exam (120 minutes)
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Understand the evolution from logistics to SCM - Value proposition, objectives & challenges of SCM - Procurement, distribution, inventory, transport & packaging - Complexity of global supply chains - Trends: IoT, Big Data, Robotics - Sustainability & risk management in supply chains - Service supply chain characteristics - Apply analysis to real business cases
Contents	- Development from logistics to SCM- - Value proposition & success factors - Strategic sourcing, procure-to-pay, trends - Distribution channels, transportation, packaging, inventory management - KPIs and performance measurement - Planning, forecasting, technology, optimization - Global supply chain transformation - Industry trends: Big Data, Industry 4.0 - Green supply chains & carbon footprint - Risk management- Service supply chains

Module	(Module 9024) 4032 Quality and Production Management
ECTS	6
Responsible Lecturer	Stefan Bognerieder
Semester	3rd semester (Fall/Spring Term)
Weekly Hours (SWS)	4
Independent Study	120 h
Examination	Graded Seminar Paper
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Learn the foundations of production (integrating TPS & consolidation lectures) - Make tactical & strategic decisions through production process analysis - Understand system rationalisation approaches - Apply the Five-Factor Model to systematise organisational, personnel & material trends - Analyse and evaluate production networks - Understand technology management for product & process innovations - Apply concepts and methods through exercises & practice examples
Contents	- Strategic Production Management - Process Analysis- Economic Viability Systems approach - Five-Factor Model- Economic Globe- Functional Market Concept - Lean Management / Lean Manufacturing - Technology Management

Module	(Module 9024) 4034 Selected HRM Topics & Application Coaching
ECTS	6
Responsible Lecturer	Jörg Hense
Semester	Spring term / Winter term
Weekly Hours (SWS)	4
Independent Study	120 h
Examination	Written Exam (90 minutes) / Seminar Paper / Presentation
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Gain a general overview of HR marketing & recruitment - Understand the recruiting process (also from a non-HR perspective) - Develop a recruitment strategy: needs analysis, sources & evaluation - Understand the German labour market & apply effectively for internships & graduate jobs
Contents	HR Marketing & Recruitment • Process overview: from requirement to integration of employees • Strategic objectives, planning, measures, evaluation • Employer branding & operational HR marketing Recruitment • Needs assessment & job description • Planning, selection & evaluation of sources • Personnel selection methods • Hiring & integration programs • New/future recruitment concepts Application Coaching • Personal application strategies • Creating application documents • Preparing for job interviews • International characteristics

Module	(Module 9024) 4035 Capital Markets and Financial Institutions	
ECTS	6	
Responsible Lecturer	Prof. Dr. Tobias Popović	
Semester	5th semester (Fall/Spring Term)	
Weekly Hours (SWS)	4	
Independent Study	120 h	
Examination	Written Exam (120 minutes)	
Teaching Method	Lecture + Integrated Exercises, Case Studies	
Learning Objectives	- Understand the financial crisis, Euro & sovereign debt crisis and their implications for corporate finance & financial institutions - Gain fundamentals of sustainable finance & investments - Obtain deep insights into global capital markets, segments, products & institutions (with business models) - Acquire asset valuation skills - Understand portfolio theory & management - Learn about regulatory frameworks (Basel III/IV, Solvency II) - Obtain knowledge on value-based management concepts for banks	
Contents	I. Background: Financial crisis & worldwide recession II. Capital markets & segments III. Portfolio theory & management 1. Risk, return & CAPM 2. Research & asset valuation IV. Typology of financial institutions 1. Commercial banks 2. Investment banks 3. Mutual funds, 4. Insurance & pensions, 5. Building societies	V. European banking system 1. Overview 2. German banking landscape VI. VI. Regulatory frameworks 1. Bank regulation goals & functions 2. Supervisory monitoring 3. rating agencies 4. regulatory challenges VII. Value-based management for banks 1. RORAC (Risk-adjusted capital) 2. Linking bank strategy & value-based management

Module	(Module 9032) 6021 Business Software
ECTS	5
Lecturer	Dipl.-Kfm. Jens Schütte
Semester	6th semester (Fall/Spring Term)
Weekly Hours (SWS)	2
Independent Study	120 h
Examination	Graded Seminar Paper
Teaching Method	Lecture
Learning Objectives	- Know the basic vocabulary of ERP, CRM & e-business software - Understand functions & capabilities of ERP, CRM & other e-business solutions - Assess potential of existing business systems for meaningful solutions - Know the architecture of ERP, CRM & e-business systems - Apply basic functions of ERP, CRM & e-business systems
Contents	- Business software in accounting, customer & production management, controlling & order processing - Databases for financial, customer & product data - Case studies with ERP, CRM & e-business systems - Focus on ERP (accounting/controlling) & CRM (marketing/sales) - Integration of business processes across corporate boundaries - Practical significance & application of different fields - Example: SAP IDES – modules FI, CO, HR, PP, MM, SD

Module	(Module 9032) 6022 eBusiness
ECTS	5
Lecturer	Javier Salas (CEO Anders & Sehr GmbH)
Semester	6th semester (Fall/Spring Term)
Weekly Hours (SWS)	2
Independent Study	120 h
Examination	Graded Project Presentation
Teaching Method	Lecture, Project
Learning Objectives	- Know the vocabulary of electronic & mobile business - Understand functions of eMarketing & eBusiness tools (e.g. Google Ads, Facebook Ads) - Assess potential of e- & mobile business processes for solutions - Know IT security issues of e- & mobile business solutions - Assess the importance of digitalization in business contexts
Contents	- Overview of electronic & mobile business processes - IT required to implement such processes - Student projects: case studies, analysis & solution development - Presentation & testing of solutions in workshop at end of term

Module	(Module 2020) 2021 Marketing
ECTS	3
Responsible Lecturer	Prof. Dr. Patrick Planing
Lecturer	Prof. Dr. Stephanie Huber
Semester	2nd semester (Fall/Spring Term)
Weekly Hours (SWS)	3
Independent Study	45 h
Examination	Graded Seminar Paper or Written Exam (90 minutes)
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Understand different market forms & implications for strategic/operational marketing decisions - Translate marketing & sales strategies into operational actions - Develop marketing concepts - Solve practical problems in marketing & sales across industries
Contents	- Markets & segments - Marketing concepts - Strategic marketing analysis - Product, Service & Brand Management - Price Management - Communication & Advertising Management - Sales Management (B2C & B2B) - Personal Selling

Module	(Module 1040) 1041 Social Psychology
ECTS	6
Responsible Lecturer	Prof. Dr. Thomas Bäumer
Semester	1st semester (Fall/Spring Term)
Weekly Hours (SWS)	4
Independent Study	120 h
Examination	Written Exam (60 minutes) / Seminar Paper / Presentation
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Gain an overview of theoretical approaches & insights of social psychology - Apply social psychology knowledge to business psychology - Read & understand research papers for applied fields
Contents	- Introduction to social psychology - Social perception & attribution - Social cognition - Social identity - Attitudes- Persuasion - Social influence - Attraction & relationships - Prosocial behavior - Aggression - Intragroup processes - Prejudice & stereotyping - Applied social psychology

Module	(Module 4010) 4011 Industrial and Organizational Psychology	
ECTS	6	
Responsible Lecturer	Prof. Dr. Uta Bronner	
Lecturer	Luisa Schaugg, Kerstin Mänteles	
Semester	4th semester (Fall/Spring Term)	
Weekly Hours (SWS)	4	
Independent Study	105 h	
Examination	Written Exam (90 minutes) / Seminar Paper / Presentation	
Teaching Method	Lecture + Integrated Exercises	
Learning Objectives	- Understand organizational conditions & psychological aspects influencing behavior at work - Know theories, models & methods for shaping organizations & working conditions	
Contents	– Classification of occupational & organizational psychology – Multicultural work – Work analysis & evaluation – Job-related attitudes (e.g. satisfaction, commitment) – Motivation at work – Worker well-being: health, stress, burnout – Interaction, communication, cooperation & conflict	– Motivation at work – Worker well-being: health, stress, burnout – Interaction, communication, cooperation & conflict – Groups & teamwork – Leadership – Organizational culture & change – Mergers & acquisitions – Downsizing

Module	(Module 3060) 3061 Consulting I
ECTS	6
Responsible Lecturer	Prof. Dr. Katrin Allmendinger
Semester	3rd semester (Fall/Spring Term)
Weekly Hours (SWS)	4
Independent Study	105 h
Examination	Written Exam (90 minutes) / Seminar Paper / Presentation
Teaching Method	Lecture + Integrated Exercises
Learning Objectives	- Understand reasons & methods for team development - Plan & structure team development interventions - Apply change methods and assess potentials & risks - Gain understanding of complexity of change processes in organizations
Contents	- History, models & principles of organizational development & team development - Roles & group dynamics in teams - Digitalization, globalization & culture as drivers of change - Models & methods for change (change toolbox) applied in case studies - Communication in change processes- Evaluation of interventions

Module	(Module 6030) 6031 Strategic Business Management
ECTS	5
Responsible Lecturer	Prof. Dr. Stephanie Huber
Lecturers	Prof. Dr. Roland Erben, Ingrid Fitterer
Semester	6th semester (Fall/Spring Term)
Weekly Hours (SWS)	4
Independent Study	105 h
Examination	(Poster) Presentation
Teaching Method	Lecture + Integrated Exercises, Business Simulation Game
Learning Objectives	- Evaluate & solve decision problems in business management - Be familiar with strategic & operational management techniques - Gain deep knowledge of entrepreneurial goals & concepts - Apply selected management instruments in entrepreneurial contexts
Contents	- Main objectives & tasks of business management - Entrepreneurship & management- Corporate goals - Strategic management - Operational planning & control - Alternative organizational designs - Practical exercises: case studies & business simulation game

Module	(Module 9034) 6041/6042 Thesis (incl. Presentation)
ECTS	14
Responsible Lecturer	n.n.
Lecturer	–
Semester	Fall or Spring Term
Weekly Hours (SWS)	–
Independent Study	420 h
Examination	Scientific Dissertation + Presentation
Teaching Method	Presentation
Learning Objectives	- Work on managerial issues within a limited time using scientific methods - Develop a thesis as a scientific paper including summary, index & references - Present the main findings of the thesis in a colloquium
Contents	- Independent research project (thesis) on a managerial topic - Written scientific paper with academic standards - Oral presentation and defense of thesis results

Module	(Module 9015) 9015 International Business Culture & Leadership
ECTS	8
Responsible Lecturer	Prof. Dr. Georg Hauer
Lecturers	Prof. Dr. Nicole Eulenburg (HFT, Germany) Prof. Dr. Syed Jamal Abdul Nasir Syed Mohamad (UiTM, Malaysia) Prof. Dr. Lin (Tatung, Taiwan)
Semester	Fall or Spring Term
Weekly Hours (SWS)	4
Independent Study	198 h
Examination	Presentation
Teaching Method	Presentation
Learning Objectives	- Understand the role of a manager and different behavioral alternatives - Learn methods of planning, initiating & regulating change processes - Know cultural conditions & traditions of foreign economic territories - Apply foreign language knowledge in multicultural teams
Contents	3131 Intercultural Business Skills 3132 Leadership 3133 Change Management

Module	(Module 9015) 3131 Intercultural Business Skills
ECTS	4
Lecturer	Prof. Dr. Lin (Tatung, Taiwan)
Compulsory/Elective	Elective/Compulsory
Semester	3rd semester
Teaching Method	Seminar
Examination	Presentation
Course Language	English
Weekly Hours (SWS)	2
Independent Study	99 h
Didactical Tools	Lecture notes, literature
Learning Objectives	- Deal with conversations in intercultural contexts (salutation, small talk, presentations, negotiations) - Apply foreign language knowledge in role plays
Contents	- Cultural differences in business & international cooperation - Case studies of business situations with role plays - Handling conversations in intercultural contexts: small talk, presentations, negotiations, offers

Module	(Module 9015) 3132 Leadership
ECTS	4
Lecturer	Prof. Dr. Syed Jamal Abdul Nasir Syed Mohamad (UiTM, Malaysia)
Compulsory/Elective	Compulsory
Semester	3rd semester
Teaching Method	Seminar
Examination	Presentation
Course Language	English
Weekly Hours (SWS)	2
Independent Study	99 h
Didactical Tools	Lecture notes, literature
Learning Objectives	- Understand the role & dilemma of managers - Know leadership theories & their practical benefits - Learn basics of motivation & behavior- Understand managerial tasks - Apply behavioral alternatives in different situations - Apply foreign language skills in managerial contexts
Contents	- Basics of leadership: terms, success criteria, role & power - Leadership theories: leading by example, character- & behavior-oriented models, substitutes - Tasks of a manager- Motivation of personnel - Leading teams- Women & leadership

Module	(Module 9015) 3133 Change Management	
ECTS	4	
Lecturer	Prof. Dr. Nicole Eulenburg	
Compulsory/Elective	Compulsory	
Semester	3rd semester	
Teaching Method	Seminar	
Examination	Presentation	
Course Language	English	
Weekly Hours (SWS)	2	
Independent Study	99 h	
Didactical Tools	Lecture notes, literature, video, case studies	
Learning Objectives	- Understand phases, causes & aims of organizational change - Know methods of planning, initiating & steering change processes- - Know intervention methods, applications & intended effects - Recognize the importance of communication & participation in successful change	
Contents	- Causes & aims of organizational change - Principles of organizational change - Willingness & ability to change - Models of organizational development phases - Diffusion of innovation- - Promotion models	- Culture as a contextual factor in change - Resistance & strategies of intervention - Communication as a tool of change management - Organizational learning & learning organization