



SCHOOL OF BUSINESS Bachelor Degree Programs

Business Administration
Business Psychology

**Undergraduate -
International Modules**

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<http://www.stuttgart-business-school.de/>

Internationalization - Facts

1. Internationalization – Facts

Stuttgart University of Applied Sciences

- There are overall 80 partner universities of the HFT from around the world. About 20% of them are partner universities of Business School.
- About 120 incoming international students each year, 20% of them are incoming students of Business School.
- In 2017, more than 242 students of our university decided to study or intern abroad. Nearly 30% of them belong to the HFT – School of Business.
- International Students Office is responsible for advising and guiding incoming international students throughout their stay, for example: “buddy program” and the supports in the application process for accommodation in local dormitories:
<http://www.hft-stuttgart.de/International/Accommodation/index.html/en>

School of Business @ Stuttgart University of Applied Sciences

- Academic year:
 - winter term: middle of March – end of July (incl. examination period)
 - summer term: beginning of October - middle of February (incl. examination period)
- Residential intensive language courses take place 4 weeks before the semester starts.
- Duration of study: 3 years (according to the German regulations 6 semester Bachelor)
- Study programs with a distinct international focus, e.g. by:
 - Various International Modules offered as part of the curriculum
 - Intensive Foreign Language education, mandatory for each student, Selectable languages: English, Spanish, Chinese
 - Courses that are exclusively focusing on cultural and regional issues, including political and economic peculiarities of particular regions
 - Opportunity to complete the compulsory internship abroad
 - Partner universities around the globe
- Degree: Bachelor of Arts (B.A.) in Business Administration and Bachelor of Science (B.Sc.) in Business Psychology
- Bachelor Plus Program: Special four year program B.A. in Business Administration with our partners in Mexico, Taiwan and Oviedo (Spain)– Emerging Markets / Languages, entailing one regular academic year of studies abroad
- Double Degree Program with our partner universities in Finland and Scotland: one regular academic year of studies abroad, including jointed Bachelor Thesis (Dissertation)

2. International Modules for Incoming Students

As part of our Bachelor's Degree in Business Administration and Business Psychology, we are able to offer the following modules for our international exchange students from Undergraduate Degree Programs in the business management environment. The teaching language and the language of the examination for all modules is the English language. All the support materials are naturally in English as well.



Some of these modules are part of the regular Bachelor Program and will be offered as joint classes for national and international students. Exchange students will be able to complete one academic semester or one academic year in the Bachelor Program, which consists of two options: Bachelor Plus or Double Degree Program.

Incoming students can choose modules from both study programs: Business Administration or Business Psychology. The offer of the internship (Bachelor Plus) and the joined thesis (Double Degree Program) applies only to one academic year and is subject to the regulations of the home university.

All study programs have been accredited by FIBAA (Foundation for international Business Administration Accreditation). The Quality Management System of our Business School has been certified by TÜV according to DIN EN ISO 9001.

International Modules

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
	4032 Quality and Production Management	6	Fall and Spring
	4034 Selected HRM topics & Application Coaching	6	Fall and Spring
	4035 Capital Markets and Financial Institutions	6	Fall and Spring
9032	6021 Business-Software (SAP)	5	Fall and Spring
	6022 eBusiness	5	Fall and Spring

Please find detailed descriptions of the above modules on pages 10-15.

International Modules

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

Please find detailed descriptions of the above modules on pages 16-20.

International Modules

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

Contents: Internship and Thesis (English as working language)

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

* depends from contract details

** The students have to write their thesis in English. Thesis is jointly supervised by HFT Stuttgart and home university. Please find detailed descriptions of the above module on pages 21.

Contents: Intercultural Skills (English as working language)

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

*2 out of 3 elements to be completed

Please find detailed descriptions of the above module on pages 23-26.

International Modules

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 courses (4 weeks before semester start)	A1	3	Fall and Spring
Basic German A2-1		A2	3	Fall and Spring
Intermediate German B1-1		B1	3	Fall and Spring
Intermediate German B2-1		B2	3	Fall and Spring
Basic German A1-2	Weekly semester courses	A1	2	Fall and Spring
Basic German A2-2		A2	2	Fall and Spring
Intermediate German B1-2		B1	2	Fall and Spring
Intermediate German B2-2		B2	2	Fall and Spring
Advanced German C1		C1	2	Fall and Spring

Further Details see offerings of HFT International Office

<https://www.hft-stuttgart.com/studium/im-studium/zusatzangebote/languages#c5925>

<https://www.hft-stuttgart.com/studies/international/incoming>

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 and 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

*** CEFR = Common European Framework of Reference for Languages**

Further International Modules
(offered by International student office)

ISP-Modules	Credit Points	Term
German Society and Culture	2	Fall and Spring
Orienting in a New Culture	2	Fall and Spring
Unboxing Biases	2	Fall and Spring
Academic Skills	2	Fall and Spring
International Projects	2	Fall and Spring

*It is possible to collect max. 6 Credit Points, 3 courses a 2 Credit Points.

Further details see offerings of HFT International Office
<https://www.hft-stuttgart.com/studies/international/incoming>

Learning Unit: (Module 9024)	4030 Procurement and Logistics	ECTS-CP 6
Module Responsibility:		
Lecturer:	Iiva Kellermann	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • be able to relate to evolution from logistic to supply chain management (SCM) • understand the value proposition of SCM in companies • learn about the objectives and challenges of procurement, distribution, inventory management, transportation and packaging • understand the complexity of globally integrated supply chains • get insight into trends of modern logistics and the adoption of future technology (Internet of Things, Big Data Analytics, Robots) • Know measurements, critical success factors and optimization opportunities • learn about sustainability and risk management in supply chains • understand the characteristics of Service supply chain • learn to analyze real business examples with respect to supply chain strategy 		
Module Contents:		
<ul style="list-style-type: none"> • Development from traditional logistics to Supply Chain Management (SCM) • Value proposition of SCM ; challenges and critical success factors • Sourcing; strategic sourcing decisions, sub-process procure-to-pay, trends in modern procurement • Distribution; distribution channels, transportation, inventory management, packaging • Measurements; KPIs, additional performance measurements, target setting • Supply chain optimization; planning & forecasting, technology, enhanced client value, collaboration • Globally integrated supply chain; transformation of global companies; decision framework • Innovation in supply chain management; industry trends, technology trend, Big Data analytics, Industry 4.0 • Green supply chain; demand for sustainability, carbon footprint, emission trading • Supply chain risk management; • Supply chain for service companies 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Graded Seminar Paper or Written Exam, 120 minutes	
Weekly Hours / SWS:	4	
Independent Study:	120 h	
Semester:	3. Semester (Fall/Spring Term)	

Learning Unit: (to module 9024)	4032 Quality and Production Management	ECTS-CP 6
Module Responsibility:		
Lecturer:	Stefan Bogenrieder	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • learn the foundations of production, enabling them to integrate TPS lectures and consolidation lectures into an overall concept. • learn to make tactical and strategic decisions through production process analysis. • familiarise themselves with the basic features of the system rationalisation approach. • apply the five-factor model in order to develop and systematise new organisational, personnel and material trends in industrial companies. • analyse and evaluate production networks. • gain an understanding of the basic features of technology management for assessing product and process innovations. • learn the application of concepts and methods through exercises, using current practice examples. 		
Module Contents:		
<ul style="list-style-type: none"> • Strategic Production Management • Process Analysis • Economic Viability Systems approach • Five-Factor Model • Economic Globe • Functional Market Concept • Lean Management / Lean Manufacturing • Technology Management 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	4	
Independent Study:	120 h	
Semester:	3. Semester / (Fall/Spring Term)	

Learning Unit: (to module 9024)	4034 Selected HRM topics & Application Coaching	ECTS-CP 6
Module Responsibility:		
Lecturer:	Jörg Hense	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • generate a general overview of the HR marketing, particular personnel recruitment fields and can explain principles and approaches. • be able to understand the recruiting process and to participate also in non-HR roles • can develop a recruitment strategy incorporating the stages of needs analysis, selection of sources and resources, techniques and evaluation. • be familiar with the german labour market and be themselves able to apply effectively for Internships as well as for graduate jobs. 		
Module Contents:		
<ul style="list-style-type: none"> • Introduction to HR marketing, personnel recruitment and staffing <ul style="list-style-type: none"> ○ Process overview ○ From the requirement to the integration of new employees • HR Marketing <ul style="list-style-type: none"> ○ Strategic objectives, planning, internal and external measures and evaluation ○ Ways to become an employer brand ○ Measures of operational HR marketing • Recruitment <ul style="list-style-type: none"> ○ Needs assessment and job description. ○ Recruitment planning, selection and evaluation of sources. ○ Preparing reasonable personnel selection methods. ○ Hiring process including integration program to support familiarization ○ New/future recruitment concepts and special issues • Application coaching <ul style="list-style-type: none"> ○ Personal application strategies ○ Creating application documents ○ Preparing for Job Interviews ○ International characteristics 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Written Exam 90 minutes / Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	120 h	
Semester:	Spring term / winter term	

Learning Unit: (to module 9024)	4035 Capital Markets and Financial Institutions	ECTS-CP 6
Module Responsibility:	Prof. Dr. Tobias Popović	
Lecturer:	Prof. Dr. Tobias Popović	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • develop an understanding of the financial crisis, the subsequent economic recession as well as the Euro- and sovereign debt crisis. Understand the resulting implications for corporate finance as well as financial institutions • obtain an insight into the fundamentals of sustainable finance and sustainable Investments • be provided with profound insight into global capital markets, their segments, products and relevant institutions (incl. their different business models) • acquire asset valuation know-how • understand the foundations of portfolio theory and management • develop an understanding of the current regulatory frameworks (Basel III/IV, Solvency II) relevant for financial institutions as well as corresponding changes • obtain insights on value based management concepts for banks 		
Module Contents:		
<ul style="list-style-type: none"> I. Background: Capital Market Crisis and Worldwide Recession II. Capital Markets and Their Segments III. Portfolio Theory and Management <ul style="list-style-type: none"> 1. Risk, Return & the Capital Asset Pricing Model (CAPM) 2. Research and Asset Valuation IV. Typology of Financial Institutions <ul style="list-style-type: none"> 1. Commercial Banks 2. Investment Banks 3. Mutual Fund Operations 4. Insurance and Pension Fund Operations 5. Bausparkassen ("Building Societies", "Home Loan Savings Banks") V. The European Banking System <ul style="list-style-type: none"> 1. Overview and Industry Structure 2. The German Banking Landscape VI. (Regulatory) Framework for Financial Institutions <ul style="list-style-type: none"> 1. Goals, Functions and Different Aspects of Bank Regulation 2. How Regulators Monitor Banks 3. The Rating Agency's Analytical Approach 4. Outlook: Current Regulatory Challenges VII. Value Based Management Concepts for Banks <ul style="list-style-type: none"> 1. Value Based Management: Return on Risk-adjusted Capital (RORAC) 2. Linking Bank Strategy and Value Based Management 		
Teaching and Learning Methods:	Lecture + Integrated Exercises, Case Studies	
Evaluation Method:	Written Exam 120 Minutes	
Weekly Hours / SWS:	4	
Independent Study:	120 h	
Semester:	5. Semester (Fall/Spring Term)	

Learning Unit: (to module 9032)	6021 Business Software	ECTS-CP 5
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Dipl.Kfm. Jens Schütte	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • know the basic vocabulary of ERP / CRM and e-business software. • familiarise themselves with the functions and capabilities of ERP, CRM and other e-business solutions. • assess the potential of existing business systems in order to outline meaningful solutions. • know the specific architecture of ERP, CRM and e-business systems. • have learned the basic application functions of ERP, CRM and e-business systems. 		
Module Contents:		
<p>Business software supports entrepreneurial tasks such as accounting, customer management, production planning, controlling and the processing of orders. It is set up across departments and the underlying databases contain the enterprise's relevant financial, customer, and product data.</p> <ul style="list-style-type: none"> • During the course various concrete ERP, CRM and e-business systems will be presented and applied. • The focus of the observations will be on the supported business processes (especially on the areas accounting / controlling (ERP) i.e. marketing / sales (CRM). • A special challenge for modern business software is the integration of functions and tasks for internal and external handling of business processes. This increasingly requires the integration of systems across corporate boundaries. • By using current case studies - the practical significance and relevance of different application fields will be taught. • Used software systems are e.g. SAP International Demonstration and Education System (IDES - Case Studies - modules (FI, CO, HR, PP, MM, SD) 		
Teaching and Learning Methods:	Lecture	
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	2	
Independent Study:	120 h	
Semester:	6. Semester (Fall/Spring Term)	

Learning Unit: (to module 9032)	6022 eBusiness	ECTS-CP 5
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Javier Salas (CEO Anders & Sehr GmbH)	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • know the basic vocabulary of the electronic and mobile business. • familiarise themselves with the functions and capabilities of eMarketing and eBusiness Tools like google ad or facebook ads. • assess the potential of electronic and mobile business processes and tools in order to outline meaningful solutions. • know the specific IT security issues of e- and mobile business solutions. • able to assess the importance of digitalization in context of the business environment 		
Module Contents:		
<p>The Students will get an overview of the different aspects of electronic and mobile business processes and the required Information Technology to implement these processes.</p> <p>Afterwards the students will get the opportunity to work on their own project which includes working on case studies, analysing them and preparing a solution. The different solutions will be presented and tested in a workshop at the end of the term.</p>		
Teaching and Learning Methods:	Lecture, Project	
Evaluation Method:	Graded Project Presentation	
Weekly Hours / SWS:	2	
Independent Study:	120 h	
Semester:	6. Semester (Fall/Spring Term)	

Learning Unit: (Module 2020)	2021 Marketing	ECTS-CP 3
Module Responsibility:	Prof. Dr. Patrick Planing	
Lecturer:	Prof. Dr. Stephanie Huber	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • know different market forms and their particularities as well as their implications for strategic and operational decisions in marketing and sales • have the knowledge to translate marketing and sales strategies into operational and goal oriented actions • have the ability to work out a marketing concept • be able to elaborate solutions for practical questions in the field of marketing and sales of different branches of industry. 		
Module Contents (part 2021):		
<ul style="list-style-type: none"> • Markets and market segments • Marketing concepts • Strategic marketing analysis • Product-, Service- and Brand Management • Price Management • Communication and Advertising Management • Sales Management in B-to-C and B-to-Bmarkets • Personal Selling 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Graded Seminar Paper or Written Exam, 90 minutes	
Weekly Hours / SWS:	3	
Independent Study:	45 h	
Semester:	2. Semester (Fall/Spring Term)	

Learning Unit: (Module 1040)	1041 Social Psychology	ECTS-CP 6
Module Responsibility:	Prof. Dr. Thomas Bäumer	
Lecturer:	Dr. Christopher Gresse	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • get an overview over the different theoretical approaches and insights of social psychology • be able to connect their knowledge in social psychology with issues in business psychology • be able to read and understand research papers in order to use them for applied fields 		
Module Contents (part 1041):		
<ul style="list-style-type: none"> • Introduction to social psychology • Social perception and attribution • Social cognition • Social identity • Attitudes • Persuasion • Social influence • Attraction and relationships • Prosocial behavior • Aggression • Intragroup processes • Prejudice and stereotyping • Applied social psychology 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Written Exam 60 minutes /Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	120 h	
Semester:	1. Semester (Fall/Spring Term)	

Learning Unit: (Module 4010)	4011 Industrial and Organizational Psychology	ECTS-CP 6
Module Responsibility:	Prof. Dr. Thomas Bäumer	
Lecturer:	Prof. Dr. Uta Bronner	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know the specific conditions of an organization and psychological aspects that have an influence on experiences and behavior of people in their work environment. • know relevant theories, models, influencing factors and methods for shaping organizations and working conditions. 		
Module Contents:		
<ul style="list-style-type: none"> • classification of occupational and organizational psychology • multicultural work • work analysis and evaluation • job related attitudes (job satisfaction, commitment etc.) • motivation on the job • worker well-being: health, stress, burnout • interaction, communication, cooperation and conflict • groups and teamwork • leadership • organizational culture and change • Mergers & Acquisitions • downsizing 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Written Exam 90 minutes / Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Semester:	4. Semester (Fall/Spring Term)	

Learning Unit: (Module 3060)	3061 Consulting I	ECTS-CP 6
Module Responsibility:	Prof. Dr. Katrin Allmendinger	
Lecturer:	Prof. Dr. Katrin Allmendinger	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know specific reasons and methods for team development • be able to plan and structure team development interventions • know to apply various change methods and will have an idea of their potentials and risks • have developed a good understanding for the complexity of change processes within organisations. 		
Module Contents (part 3061):		
<ul style="list-style-type: none"> • history, basic models and principles concerning organisational development and team development • roles and group dynamic in teams • digitalization, globalization and culture as context variables driving change • models and methods for change (change toolbox), applied within case studies • communication in change processes • evaluation of interventions 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Written Exam 90 minutes / Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Semester:	3. Semester (Fall/Spring Term)	

Learning Unit: (Module 6030)	6031 Strategic Business Management	ECTS-CP 5
Module Responsibility:	Prof. Dr. Stephanie Huber	
Lecturer:	Prof. Dr. Roland Erben/Prof. Dr. Stephanie Huber	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • be able to evaluate and solve decision problems in the context of business management • be familiar with different strategic and operational management techniques • have a deep knowledge of entrepreneurial goals and concepts • be familiar with selected management instruments and are able to apply them in an entrepreneurial context. 		
Module Contents (part 6031):		
<ul style="list-style-type: none"> • Main objectives and tasks of business management • Entrepreneurship and Management • Corporate goals at a glance • Strategic Management • Operational Planning and Control • Alternative organizational designs • Practical Exercises: Case Studies and Business Simulation Game 		
Teaching and Learning Methods:	Lecture + Integrated Exercises, Business Simulation Game	
Evaluation Method:	(Poster) Presentation	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Semester:	6. Semester (Fall/Spring Term)	

Learning Unit: (Module 9034)	6041/6042 Thesis (incl. Presentation)	ECTS-CP 14
Module Responsibility:		
Lecturer:		
Module Targets:		
<ul style="list-style-type: none"> • The graduates are able to deal with managerial issues within a limited time frame according to scientific methods. • The Thesis is worked out as a scientific paper. Additionally, a summary as well as an index and indications of the used literature are part of the thesis. The main points of the thesis are presented by the students within a colloquium. 		
Module Contents:		
Teaching and Learning Methods:	Presentation	
Evaluation Methods:	Scientific Dissertation, Presentation	
Weekly Hours SWS:		
Independent Studies:	420 h	
Semester:	Fall or Spring Term	

Learning Unit: (Module 9015)	9015 International Business Culture & Leadership	ECTS-CP 8
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Prof. Dr. Nicole Eulenburg (HFT, Germany) Prof. Dr. Syed Jamal Abdul Nasir Syed Mohamad (UiTM, My) Prof. Dr. Lin (Tatung, Taiwan)	
Module Targets: The students: <ul style="list-style-type: none"> • are familiar with the role of a manager, know their tasks and have tried different alternatives of behavior in enforcement and effect • know methods of planning, initiation and regulation of change processes comprising field of application and potential consequences • know cultural conditions and traditions of foreign economic territories • can successfully apply their foreign language knowledge within specific situations and act within international multi-cultural teams 		
Module Contents: 2 out of 3 elements to be completed <ul style="list-style-type: none"> • 3131 Intercultural Business Skills • 3132 Leadership • 3133 Change Management 		
Teaching and Learning Methods:	Presentation	
Evaluation Methods:	Presentation	
Weekly Hours SWS:	4	
Independent Studies:	198 h	
Semester:	Fall or Spring Term	

Information to lectures

Within module 9015 International Business Culture & Leadership:

Learning Unit: (to module 9015)	3131 Intercultural Business Skills	ECTS-CP 4
Prerequisites:		
Compulsory/Elective:	Elective/Compulsory	
Semester:	3. Semester	
Teaching and Learning Methods:	Seminar	
Type of Assessment:	Presentation	
Course Language:	English	
Weekly Hours/SWS:	2	
Self-study Hours:	99 h	
Didactical Tools:	Lecture notes, literature	
Intended learning outcomes:	<p>The students:</p> <ul style="list-style-type: none"> • are able to deal with specific situations in conversations occurring within other cultural contexts like salutation, small talk, presentations, negotiations, dealing with offers • can successfully apply their foreign language knowledge within role plays 	
Contents:	<ul style="list-style-type: none"> • Meaning of cultural differences within business relationships and international cooperation • Examples of business situations within case studies followed by role plays • Focus on dealing with specific situations within conversations arising in other cultural contexts like salutation, small talk, presentations, negotiations, dealing with offers 	

Learning Unit: (to module 9015)	3132 Leadership	ECTS-CP 4
Prerequisites:		
Compulsory/Elective:	Compulsory	
Semester:	3. Semester	
Teaching and Learning Methods:	Seminar	
Type of Assessment:	Presentation	
Course Language:	English	
Weekly Hours/SWS:	2	
Self-study Hours:	99 h	
Didactical Tools:	Lecture notes, Literature	
Intended Learning Outcomes:	<p>The students:</p> <ul style="list-style-type: none"> • are familiar with the role and dilemma of a manager • know leadership theories and its benefit for practice • know the basics of motivation and behavior • know the tasks of a manager • are able to apply different alternatives in behavior in enforcement and effect • can successfully apply their foreign language knowledge within specific situations 	
Contents:	<ul style="list-style-type: none"> • Basics of leadership: term, criteria of measuring successful leadership, role and power of a manager • Leadership theory: leading by example, character orientated management models, behavior orientated management models, management substitutes • Tasks of a manager • Motivation of personnel • Leading teams • Women and Leadership 	

Learning Unit: (to module 9015)	3133 Change Management	ECTS-CP 4
Prerequisites:		
Compulsory/Elective:	Compulsory	
Semester:	3. Semester	
Teaching and Learning Methods:	Seminar	
Type of Assessment:	Presentation	
Course Language:	English	
Weekly Hours/SWS:	2	
Self-study Hours:	99 h	
Didactical Tools:	Literature notes, Literature, Video, Case Studies	
Intended Learning Outcomes:	<p>The students:</p> <ul style="list-style-type: none"> • know in which phases changing processes occur and know the causes and aims of organizational change • know methods of planning, initiating and steering of changing processes • know different methods of intervention with application areas and intended effects • recognize the meaning of communication and participation for successful change 	
Contents:	<ul style="list-style-type: none"> • Causes and aims of organizational change • Principles of change of organizations • Need for change/willingness to change/ability to change • Models of development phases of organizations • Diffusions of innovation • Models of promotion • Culture as a factor of context/variable of design in changing processes • Resistance/reactions of resistance and strategies of intervention • Communication as a precise instrument of Change Management • Organizational Learning/Learning Organization 	