

Curriculum and Syllabi Handbook



(Programme, Course and Syllabus Guide)

for the Degree Programme

**BSc. International Business
(IB)**



Study and examination regulations as of 28 January 2014
and

Study and examination regulations as of 03 May 2016



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contents



1. Qualification Profile.....	4
2. Course of Study	6
3. Overview of Curriculum	7
3.2. StuPro Curriculum	8
4. Modules and Courses	11
Compulsory Modules	11
4.1. Principles of Business and Accounting	11
4.1.1. Principles of Management	13
4.1.2. Financial Accounting	16
4.2. Microeconomics.....	18
4.3. Business Mathematics	21
4.4. Business Law	23
4.5. Information Systems.....	23
4.5.1. Information Systems 1	25
4.5.2. Information Systems 2	26
4.6. Business English and Presentation	28
4.6.1. Business English 1	30
4.6.2 Business English 2	31
4.6.3 Presentation Skills.....	33
4.7. Business Language II	34
4.8. Business Statistics	35
4.9. Marketing & Strategy	37
4.9.1 Principles of Marketing	38
4.9.2 Principles of Strategic Management	40
4.10. Management Techniques	42
4.10.1. Management Accounting 1	44
4.10.2. Project Management	46
4.11. Macroeconomics.....	48
4.12. Research Methods & Applications	51
4.12.1. Marketing Research	52

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.12.2. Business Research Methods	54
4.13. Finance & Management Accounting.....	56
4.13.1 Principles of Corporate Finance.....	57
4.13.2. Management Accounting 2	60
4.14. Advanced Business English	63
4.15. Advanced Business Language II	65
4.16. Human Resource Management.....	66
4.16.1. Principles of Human Resource Management.....	67
4.16.2. Intercultural Management	70
4.17. Internship 1	73
4.17.1 Internship 1.....	74
4.17.2. Internship Colloquium	75
4.17.3. Practical Business Studies	77
4.18. Business Ethics and Interdisciplinary Studies	79
4.18.1 Interdisciplinary Studies.....	80
4.18.2. Applied Business Ethics	81
4.19. – 4.23. Majors	83
4.24. International Studies.....	83
4.24.1. International Studies	85
4.24.2. International Studies Colloquium	86
4.25. Internship 2	88
4.25.1. Internship 2.....	90
4.25.2. Internship Colloquium 2.....	92
4.25.3. Practical Intercultural Studies	93
4.26. Bachelor Thesis	95
Elective Modules	99
4.4a Business Law (German)	99
4.4b Business Law (English).....	101
4.7. Business Language II	103
4.15. Advanced Business Language II	106
4.19. – 4.23. Majors	109
A) Marketing & Strategy	109
4.19.a Sales Management.....	110
4.20.a Marketing Communication	112
4.21.a Business Simulation.....	114
4.22.a Strategic Management.....	117
4.23.a International Seminar on Marketing & Strategy.....	119

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

B) Major Finance and Accounting	122
4.19.b International Financial Reporting	123
4.20.b Consolidated Financial Statements.....	127
4.21.b International Corporate Transactions	129
4.22.b Financial Engineering.....	132
4.23.b International Seminar on Finance & Accounting.....	135
C) Major “HRM & Organization”	139
4.19.c Advanced Human Resource Management	140
4.20.c Advanced International HRM	142
4.21.c Corporate Social Responsibility	145
4.22.c International Organizations.....	148
4.23.c International Seminar on HRM & Organization	150

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

1. Qualification Profile

Aims of the programme

Undergraduate studies with a Bachelor of Science (BSc.) degree.

This B.Sc. degree prepares graduates for specialist and managerial positions in national and particularly, in international companies and organizations. Additionally, this degree prepares graduates for master's programs in related subject areas by conveying the basics of international business administration and allowing for the immersion of a particular business function. Among other things, the IB program procures fluency in at least three languages and emphasizes practical orientation, intercultural competence and sense of responsibility.

Degree awarded

Bachelor of Science (BSc.)



Duration of studies

7 semesters

Learning Goals and Objectives

Degree programmes at ESB Business School pursue four different learning goals – derived from it's mission – as part of assurance of learning. Learning objectives specify and operationalize the learning goals.

LANGUAGE PROFICIENCY	INTERCULTURAL COMPETENCE	ETHICAL BEHAVIOR	DOMAIN-SPECIFIC PROBLEM SOLVING COMPETENCIES
LEARNING GOAL 1	LEARNING GOAL 2	LEARNING GOAL 3	LEARNING GOAL 4
ESB graduates are proficient in at least one foreign language	... are interculturally competent	... are aware of ethical and legal issues in a business context	IB graduates are skilled problem solvers in the domain of international business...
LEARNING OBJECTIVE 1	LEARNING OBJECTIVE 2	LEARNING OBJECTIVE 3	LEARNING OBJECTIVE 4
graduates communicate in spoken and written word at C1 proficiency level (admission requirement)	... reflect upon the cultural context and its complexities when making decisions in a global business environment	...reflect upon the potential ethical consequences of management decisions	IB graduates select and apply appropriate methods, techniques and tools to solve international business problems responsibly
Measure embedded in M.14 Advanced Business English 3, Semester 3 academic term paper and presentation	Measure embedded in M.25.3 Practical Intercultural Studies, Semester 6 IES Test centrally administered	Measure embedded in M.18.2 Applied Business Ethics, Semester 5 exam questions and cases	Measure embedded in M.20 Bachelor Thesis, assessed by the first supervisor

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Additional IB Program Goals & Competencies

Functional/Professional Competence:

- After finishing the program, graduates are versed in the area of international business management and have advanced competence in one of the business functions of marketing, human resource management, or financial management.
- Through supervised internships and project-based modules, graduates are experienced in solving practical problems by means of theoretical concepts and in working together across functions.

Technical and Methodological Competence:

- Graduates have a good command of relevant methods of accounting, mathematics, statistics, project management and market research.
- Graduates are familiar with economic theories and basic principles of law.
- Graduates are fluent in two foreign languages in addition to their mother tongue.
- Graduates know how to use information processing tools to solve business problems.
- Graduates are proficient in techniques of scientific research and able to apply them independently.

Social Competence:



- Graduates are highly skilled in intercultural communication and cooperation.
- After finishing the program graduates have a track record of studying and working in different foreign countries.
- Graduates are experienced in cooperating in culturally diverse teams and can analyze and solve intercultural issues.
- Graduates are adept in presenting their ideas in convincing ways to multiple audiences.

Personal Competence:

- Graduates understand how to integrate scientific perspectives in an interdisciplinary way to tackle complex socio-economic issues.
- Graduates are able and used to reflect the consequences of their actions for the wider social and natural environment and consequently act and decide sustainably and responsibly in their duties.
- Graduates understand ethical principles and the necessity of business to operate in accord with societally accepted values.



Qualification of graduates

Graduates of the program acquired the necessary qualifications for careers in international business management as well as for further master's programs. They master all basics of international business administration and have special expertise in one particular business function. They are fluent in at least three languages, have practical orientation, intercultural competence and have a strong sense of responsibility.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

2. Course of Study



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

3. Overview of Curriculum

No/ Code	Modules and Courses	ECTS-Credits in Semester							Contact hours (total=SWS*15), self study			Type of course- teaching modus and Language		assessment	grade d/ung rated	Weight of grade
		1.	2.	3.	4.	5.	6.	7.	SWS	Self study	Total workload	Type of course	Language			
M1	Principles of Business & Accounting	6							4	120	180	--	Engl.	KL2	g	6/152
M1.1	Principles of Management	3							2	60	90	L	Engl.		g	
M1.2	Financial Accounting	3							2	60	90	L	Engl.		g	
M2	Microeconomics	5							4	90	150	L/E	Engl.	KL2, CA	g	5/152
M3	Business Mathematics	6							4	120	180	L	Engl.	KL2+Testat	g	6/152
M4	Business Law (WP)	5							4	90	150	L/E	Engl.	KL2	g	5/152
M5	Information Systems	3	3						4	120	180	--	Engl.	CA	g	6/152
M5.1	Information Systems 1	3							2	60	90	L/E	Engl.		g	
M5.2	Information Systems 2		3						2	60	90	L/E	Engl.		g	
M6	Business English and Presentation	2	4						6	90	180		Engl.	CA	g	6/152
M6.1	Business English 1	2							2	30	60	L/E	Engl.		g	
M6.2	Business English 2		2						2	30	60	L/E	Engl.		g	
M6.3	Presentation Skills		2						2	30	60	L/E	Engl.		u	
M7	Business Language 2 (a-d)	3	3						8	60	180	L/E	2nd language	CA	g	6/152
M7.1	Business Language 2a-d	3							4	30	90	L/E	2nd language		g	
M7.2	Business Language 2a-d		3						4	30	90	L/E	2nd language		g	
M8	Business Statistics		6						4	120	180	L	Engl.	KL2	g	6/152
M9	Marketing & Strategy		8						6	150	240	--	Engl.	KL2	g	8/152
M9.1	Principles of Marketing		5						4	90	150	L/E	Engl.		g	
M9.2	Principles of Strategic Management		3						2	60	90	L/E	Engl.		g	
M10	Management Techniques		6						4	120	180		Engl.	KL1, CA	g	6/152
M10.1	Management Accounting 1		3						2	60	90	L	Engl.		g	
M10.2	Project Management		3						2	60	90	L/E	Engl.		g	
M11	Macroeconomics			5					4	90	150	L	Engl.	KL2	g	5/152
M12	Research Methods & Applications			6					6	90	180	--	Engl.	CA	g	6/152
M12.1	Marketing Research			4					4	60	120	L/E	Engl.		g	
M12.2	Business Research Methods			2					2	30	60	L/E/S	Engl.		g	
M13	Finance & Management Accounting			7					5	135	210	--	Engl.	KL2	g	7/152
M13.1	Principles of Corporate Finance			4					3	75	120	L	Engl.		g	
M13.2	Management Accounting 2			3					2	60	90	L	Engl.		g	
M14	Advanced Business English			2					2	30	60	L/E/S	Engl.	CA	g	2/152
M15	Advanced Business Language 2 (a-d)			4					4	60	120	L/E/S	2nd language	CA	g	4/152
M16	Human Resource Management			6					6	90	180		Engl.	CA	g	6/152
M16.1	Principles of HRM			4					4	60	120	L/E	Engl.		g	
M16.2	Intercultural Management			2					2	30	60	L/E/S	Engl.		g	
M17	Internship 1				30				4	840	900	--	Engl.	CA	u	--
M17.1	Internship 1				26					780	780	--	depending on company/country			
M17.2	Internship Colloquium				2				2	30	60	C	Engl.			
M17.3	Practical Business Studies				2				2	30	60	E/S	Engl.			
M18	Business Ethics & Interdisciplinary Studies					6			4	120	180	C	Engl.	CA	u	
M18.1	Interdisciplinary Studies					3			2	60	90	E/S	Engl.			
M18.2	Applied Business Ethics					3			2	60	90	S	Engl.			



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

No./Code	Modules and Courses	ECTS-Credits in Semester							Contact hours (total=SWS*15), self study			Type of course-teaching modus and Language		assessment	grade d/ung rated	Weight of grade
		1.	2.	3.	4.	5.	6.	7.	SWS	Self study	Total workload	Type of course	Language			
M19-M23	Major Marketing & Strategy (a)				24					720	720		Engl.			
M19a	Sales Management				5				4	90	150	S		CA	g	5/152
M20a	Marketing Communication				5				4	90	150	S		CA	g	5/152
M21a	Business Simulation				5				4	90	150	S		CA	g	5/152
M22a	Strategic Management				5				4	90	150	S		Project work	g	5/152
M23a	International Seminar on Marketing and Strategy				4				2	90	120	S		CA	u	
M19-M23	Major Finance & Accounting (b)				24					720	720		Engl.			
M19b	International Financial Reporting				5				4	90	150	S		CA	g	5/152
M20b	Consolidated Financial Statements				5				4	90	150	S		KL2	g	5/152
M21b	International Corporate Transactions				5				4	90	150	S		KL1+CA	g	5/152
M22b	Financial Engineering				5				4	90	150	S		CA	g	5/152
M23b	International Seminar on Finance & Accounting				4				2	90	120	S		CA	u	
M19-M23	Major HRM & Organization (c)				24					720	720	C	Engl.			
M19c	Advanced HRM				5				4	90	150	S		Project work	g	5/152
M20c	Advanced International HRM				5				4	90	150	S		Project work	g	5/152
M21c	Corporate Social Responsibility				5				4	90	150	S		CA	g	5/152
M22c	International Organizations				5				4	90	150	S		CA	g	5/152
M23c	International Seminar on HRM & Organization				4				2	90	120	S		CA	u	
M24a	International Studies					30			2	30	900		according to partner country	depending on partner univ.	g	28/152
M24.1	International Studies					28					840	L/E/S		CA		
M24.2	International Studies Colloquium					2			2		60	C		CA		
M25	Internship 2							18	4		540		according to company language		u	
M25.1	Internship 2							14			420					
M25.2	Internship Colloquium							2	2		60	C	Engl.			
M25.3	Practical Intercultural Studies							2	2		60		Engl.			
M20	Bachelor's Thesis							12		2	360			Bachelor Thesis	g	12/152

L=Lecture, S=Seminar, E=Exercise, C = Colloquium, g=graded, u=ungraded, KL=written exam (in hrs), CA=continuous assessment

3.2. StuPro Curriculum

Code	Modul/LV Module/Course	Semesterwochenstunden (SWS) im Studienplan Contact hours (CH) per week in semester							Summe SWS Sum CH	Prüfungs- form Type of exam	Prüfungs- art Kind of grading	ECTS- Punkte ECTS- Credits
		1	2	3	4	5	6	7				
M1	Principles of Business & Accounting	4							4	K2	b	6
	Principles of Management	2										
	Financial Accounting	2										
M2	Microeconomics	4							4	K2+CA	b	5
M3	Business Mathematics	4							4	K2	b	6
M4	Business Law (WP) (siehe Tabelle 2)	4							4		b	5
M5	Information Systems	2	2						4	CA	b	6
	Information Systems 1	2										
	Information Systems 2		2									
M6	Business English & Presentation	2	4						6	CA	b	6
	Business English 1	2										



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Business English 2		2										
	Presentation Skills		2										
M7 (WP)	Business Language 2 (siehe Tabelle 2)	4	4						8		b	6	
M8	Business Statistics		4						4	K2	b	6	
M9	Marketing & Strategy		6						6	K2	b	8	
	Principles of Marketing		4										
	Principles of Strategic Management		2										
M10	Management Techniques		4						4	K1+CA	b	6	
	Management Accounting 1		2										
	Project Management		2										
M11	Macroeconomics			4					4	K2	b	5	
M12	Research Methods & Applications			6					6	CA	b	6	
	Marketing Research			4									
	Business Research Methods			2									
M13	Finance & Management Accounting			5					5	K2	b	7	
	Principles of Corporate Finance			3									
	Management Accounting 2			2									
M14	Advanced Business English			2					2	CA	b	2	
M15 (WP)	Advanced Business Language 2 (siehe Tabelle 2)			4					4		b	4	
M16	Human Resource Management			6					6	CA	b	6	
	Principles of HRM			4									
	Intercultural Management			2									
M17	Internship 1				4				4	CA	ub	30	
	Internship 1												
	Internship Colloquium				2								
	Practical Business Studies				2								
M18	Business Ethics & Interdisciplinary Studies				4				4	CA	ub	6	
	Interdisciplinary Studies				2								
	Applied Business Ethics				2								
M19- M23 (WP)	Major (siehe Tabelle 2)				18				18		b	24	
M24	International Studies					2			2	CA	b	30	
	International Studies												
	International Studies Colloquium					2							
M25	Internship 2						4		4	CA	ub	18	
	Internship 2												
	Internship Colloquium						2						
	Practical Intercultural Studies						2						
M26	Bachelor's Thesis									BT	b	12	
		24	24	27	4	22	2	4	107			210	

Legend: b=graded/ub=not graded



Table 2: Elective modules

Code	Modul/LV Module/Course	Semesterwochenstunden (SWS) im Studienplan Contact hours (CH) per week in	Summe SWS Sum CH	Prüfungs- form Type of	Prüfungs- art Kind of	ECTS- Punkte ECTS-
------	---------------------------	---	------------------------	------------------------------	-----------------------------	--------------------------

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

		semester							exam	grading	Credits
		1	2	3	4	5	6	7			
M4a	Business Law (German)	4							4	K2	5
M4b	Business Law (English)	4							4	K2	5
M7a	Business French	4	4						8	CA	6
	Business French 1	4									
	Business French 2		4								
M7b	Business Spanish	4	4						8	CA	6
	Business Spanish 1	4									
	Business Spanish 2		4								
M7c	Business Chinese	4	4						8	CA	6
	Business Chinese 1	4									
	Business Chinese 2		4								
M7d	Business German	4	4						8	CA	6
	Business German 1	4									
	Business German 2		4								
M15a	Advanced Business French			4					4	CA	4
M15b	Advanced Business Spanish			4					4	CA	4
M15c	Advanced Business Chinese			4					4	CA	4
M15d	Advanced Business German			4					4	CA	4
Major Marketing & Strategy											
M19a	Sales Management					4			4	CA	5
M20a	Marketing Communication					4			4	CA	5
M21a	Business Simulation					4			4	CA	5
M22a	Strategic Management					4			4	PA	5
M23a	International Seminar on Marketing & Strategy					2			2	CA	4
Major Finance & Accounting											
M19b	International Financial Reporting					4			4	CA	5
M20b	Consolidated Financial Statements					4			4	K2	5
M21b	International Corporate Transactions					4			4	RE+K1	5
M22b	Financial Engineering					4			4	CA	5
M23b	International Seminar on Finance & Accounting					2			2	CA	4
Major HRM & Organization											
M19c	Advanced HRM					4			4	PA	5
M20c	Advanced International HRM					4			4	PA	5
M21c	Corporate Social Responsibility					4			4	CA	5
M22c	International Organizations					4			4	CA	5
M23c	International Seminar on HRM & Organization					2			2	CA	4

Legende: b=benotet/ub=unbenotet



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4. Modules and Courses



Compulsory Modules

4.1. Principles of Business and Accounting

Module No.	M1
Semester	1
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	1. Principles of Management 2. Financial Accounting
How frequently is the module offered	Each semester
Admission requirements	none
Responsible professor/ Module coordinator	Prof. Dr. Michel Charifzadeh office 5-113, Tel.: 07121 271 3053 michel.charifzadeh@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	6 ECTS
Total work load	180 hours (for detail see course descriptions)
Contact hours per week	4 hours per week (SWS)
Examination/ Type of assessment	2 hour written module exam
Weighting of Grade within overall programme	6/150



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning outcomes	<p>On completion of the course, students should be able to place themselves intellectually in the role of employee and manager in a modern corporate organization with skill foundations including:</p> <p>Professional competencies:</p> <ul style="list-style-type: none"> identifying and applying the fundamental duties and skills of managers in today's organizations understanding the importance of decision-making, critical thinking, problem solving, and communicating in the field of management relating these duties and skills to the historical and contemporary theory and practice of management and the organization. understanding how a business integrates its internal resources with the contributions from suppliers, marketing and sales channel representatives, customers/consumers, and other stakeholders being aware of interdependences between economic, political, technological, and cultural aspects influencing management decisions <p>Methodological competencies:</p> <ul style="list-style-type: none"> being familiar with the activities of the various business functions (functions are presented to the students in more detail in all their other business courses) understanding common management tools for decision-making, network and operations planning, and financial/quality controlling. reviewing and critically reflecting the activities and performance of a large firm based on publicly available information sources <p>Social competencies:</p> <ul style="list-style-type: none"> recognizing the importance of culture in social as well as business environment, and being aware of how cross cultural-communication works connecting management's purpose of adding bottom-line organizational value with management's place impacting economic, environmental, and societal values <p>Personal competencies:</p> <ul style="list-style-type: none"> developing the skill of proactive and critical-thinking <p>evaluating their business career options and individual interests in contributing to the culture and operation of today's organizations</p>
--------------------------	---



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.1.1. Principles of Management

Course No/ Code	M1.1
Lecturers name; contact details see ESB-website	Prof. Dr. Maud Schmiedeknecht maud.schmiedeknecht@reutlingen-university.de
Teaching language	English
Credits (ECTS)	3
Total work load	90 h, (30 h seminar, 60 h self-study)
Contact hours per week	2 hours per week (SWS)
Learning outcomes	<p>On completion of the course, students should be able to place themselves intellectually in the role of employee and manager in a modern corporate organization with skill foundations including:</p> <p>Professional competencies:</p> <ul style="list-style-type: none"> identifying and applying the fundamental duties and skills of managers in today's organizations understanding the importance of decision-making, critical thinking, problem solving, and communicating in the field of management relating these duties and skills to the historical and contemporary theory and practice of management and the organization understanding how a business integrates its internal resources with the contributions from suppliers, marketing and sales channel representatives, customers/consumers, and other stakeholders being aware of interdependences between economic, political, technological, and cultural aspects influencing management decisions <p>Methodological competencies:</p> <ul style="list-style-type: none"> being familiar with the activities of the various business functions (functions are presented to the students in more detail in all their other business courses) understanding common management tools for decision-making, network and operations planning, and financial/quality controlling reviewing and critically reflecting the activities and performance of a large firm based on publicly available information sources <p>Social competencies:</p> <ul style="list-style-type: none"> recognizing the importance of culture in social as well as business environment, and being aware of how cross cultural-communication works

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> connecting management's purpose of adding bottom-line or- ganizational value with management's place impacting eco- nomic, environmental, and societal values Personal competencies: <ul style="list-style-type: none"> developing the skill of proactive and critical-thinking evaluating their business career options and individual inter- ests in contributing to the culture and operation of today's organizations
Course-specific con- tribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students analyse international business challenges and pro- pose solutions for modern corporate organization in English.</p> <p>LO4.1: Students critically analyse international business environ- ments and business activities by using specific management tools and methods, such as Porter's Five Forces, PESTEL analysis, Ansoff matrix.</p>
Contents/ Indicative syllabus	<p>Management is a multidimensional and dynamic field in which worldwide interdependent and interconnected events such as politi- cal, economic, social, and environmental changes affect decision of management. In addition, intense competition in national/interna- tional markets, global expansion, and continues changes in technol- ogy make the responsibility of managing an organization very chal- lenging. This introductory course has been designed to prepare stu- dents (tomorrow's managers) with relevant management theory, tools and skills to make sure that they manage in this challenging environment successfully.</p> <p>While the course will provide students with fundamental principles and practices of management, it addresses essential questions in dynamic and challenging management environment. Furthermore, fundamental principles of organizational structure and behavior with the day-to-day operations management responsibilities of em- ployees in the key business functional areas will be discussed.</p> <p>Business activities are presented consistently with real-world exam- ples and compared with the main management principles of plan- ning, organizing, leading, and controlling.</p> <p>Planning and controlling concepts are supported by a handful of specific management tools and methods, while leading and organiz- ing concepts are demonstrated through case experiences and dis- cussions.</p> <p>Throughout the semester, value based management is elaborated as a vital economic and innovation contributor and as a strategic combination of the value chain – business functions; the value</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>stream – supplier and customer channels; a company’s culture and structure; and the firm’s societal, environmental, and stakeholder responsibility and accountability.</p>
Teaching and learning methodology	<p>Lectures introduce and elaborate on content themes. Instructive and corporate image-related videos support primary and secondary themes. Active in-class discussion encouraged and supported. All of this content is made available online through the RELAX learning system.</p> <p>Students choose a major international company to follow in the news and company website, and are instructed to keep a journal of the items presented and to relate them (as possible) to semester learnings to reinforce reading, listening, and discussion content.</p>
Miscellaneous	<p>Wide offerings of school and international office extracurricular organizations, including corporate office and factory visits, provide additional experiential learning value related directly to management and team-member skill-building and socialization of knowledge in a diverse cultural environment.</p>
Indicative reading list	<p>Robbins & Coulter: Management, latest global edition, Pearson</p> <p>David Boddy: Management, latest edition, Pearson</p> <p>Alternatively / for in-depth information:</p> <p>Ricky W. Griffin: Fundamentals of Management, latest edition, Cengage Learning</p> <p>Robert N. Lussier: Management Fundamentals: Concept, Application, and Skill Development, latest edition, SAGE Publications</p> <p>Supplemental articles from business and economics press and organizations, including print & online sources. Students instructed to follow activities, announcements, and reports of a self-chosen large corporation in press and online sources.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.1.2. Financial Accounting

Course No/ Code	M1.2
Lecturers name; contact details see ESB-website	Prof. Dr. Michel Charifzadeh michel.charifzadeh@reutlingen-university.de
Teaching language	English
Credits (ECTS)	3
Total work load	Total work load: 90 hours (Lecture/face time in the course: 30 hours, post-processing and homework: 30 hours, Exam preparation 30 hours)
Contact hours per week	2 hours per week (SWS)
Learning outcomes	<p>This course aims 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 competencies:</p> <p>Professional competencies: 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 making process and will be prepared for all subsequent courses in accounting and financial management.</p> <p>Methodological competencies: 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> <p>Social competencies: Through the interactive nature of the course, participating students will refine their oral and written communication skills and become comfortable with communicating in a finance and accounting related context.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>Personal competencies: Most students will experience this course as an entirely new field. Thereby they'll acquire the general readiness to learn a completely new "language" their way up from the bottom.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the relevant accounting terms in English. In particular, students will be able to correctly express journal entries, and the elements of financial statements.</p> <p>LO4.1: Students will develop mechanisms of problem solving to real life accounting business cases. Through a principles-based accounting approach, students will acquire the ability to apply general concepts to specific situations. In particular, students will prepare financial statements and interpret the information given in financial statements in order to solve business problems within an international accounting context.</p>
Contents/ Indicative syllabus	<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 • Short-term investment and receivables • Non-current assets and intangibles • Provisions, liabilities • Shareholders' equity
Teaching and learning methodology	<p>This course will be conducted in the form of lecturing seminars, in class assignments, case studies and homework assignments.</p> <p>Where appropriate: In class discussion.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Indicative reading list	<p>Horngren C. T., Harrison, W. T., Thomas, C.W., Suwardy, T. (2014), Financial Accounting, 9th edition, Pearson, ISBN 978-0-273-77780-9.</p> <p>Weygandt, J. J., Kimmel, P. D., Kieso, D.E. (2015): Financial Accounting (IFRS Edition), 3rd edition, John Wiley & Sons 2015, ISBN: 978-1118978085.</p> <p>Alternatively / for in-depth information:</p> <p>Horngren C. T., Harrison, W. T., Oliver M. S., Accounting, Pearson, most recent edition.</p> <p>Powers, M. Needles, B. E.: Principles of Financial Accounting, Cengage, most recent edition.</p>
--------------------------------	--

4.2. Microeconomics



Module No.	M2
Semester	1
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	n/a
How frequently is the module offered	Each semester
Admission requirements	n/a
Responsible professor/ Module coordinator	Anna Goeddeke , office 5-116, Tel.: 07121 271 3102 Anna.Goeddeke@reutlingen-university.de
Lecturers name	Anna Goeddeke; office 5-116, Tel.: 07121 271 3102 Anna.Goeddeke@reutlingen-university.de
Teaching language	English
Credits (ECTS)	5 ECTS
Total work load	Total workload: 150 hours Lecture/face time in the course: 60 hours Assignments and self study: 90 hours
Contact hours per week	4 hours per week (SWS)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Examination/ Type of assessment	Final Exam and Continuous Assessment 2 hour exam at the end of the semester (80%), assignments (15%) & participation in class (5%)
Weighting of Grade within over- all programme	5/150
Learning outcomes	<p>After the successful completion of this course, students should have developed:</p> <p>Professional competence: 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 behavioural economic theories when appropriate.</p> <p>Methodological competences: Ability to think in a structured manner about complex problems; deepening mathematic skills; ability to apply theoretic models to real world problems, strengthening the ability to challenge theoretic concepts and their applicability to real live 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> <p>Social competences: Different intellectual skills needed in this class, such as mathematical, analytical, synthesising and problem-solving skills. Students will have to work in teams and thereby benefitting from the different skills of the different team member. Therefore, students' social competence cooperating with each other, managing conflicts and giving and receiving feedback will be strengthened.</p> <p>Personal competences: 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 managing 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 managing personal expectations. Students are furthermore encouraged in their ambitiousness to build the ability to solve applied economic problems.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1 is introduced in this module especially focusing on the spoken and written microeconomic vocabulary. LO4.1 is also introduced in this module. Especially economic methods and techniques are applied to solve international business problems.
Contents/ Indicative syllabus	1. How do markets work? 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
Teaching and learning methodology	Throughout the term classroom experiments and case studies will be used to deepen the understanding of microeconomics. Students will be asked to read introductory and less formal literature on microeconomic problems, problem sets with more formal exercises will be distributed to the students that can be processed by students individually or in groups, and subsequently discussed jointly in seminar groups.
Indicative reading list	<p>Basic Literature</p> Baumol, Blinder (2012), Microeconomics Principles and Policy, South-Western, Cengage Learning. Bergstrom, Miller (1999), Experiments with Economic Principles: Microeconomics, McGraw-Hill. Froeb et.al. (2013), Managerial Economics: A Problem-Solving Approach, South-Western College Pub. Besanko et. al. (2012), Economics of Strategy, Wiley. Mankiw (2013), Principle of Microeconomics, South-Western, Cengage Learning. Perloff (2013), Microeconomics with Calculus, Addison-Wesley Longman. <p>Applied Literature</p> Kahneman (2011), Thinking, fast and slow, Farrar, Straus and Giroux. Ariely (2009), Predictably Irrational, Harper. Hamersmesh (2012), Economics is Everywhere, Worth Publisher. <p>Advanced Literature</p> Mas-Colell, Whinston; Green, (1995), Microeconomic Theory, Oxford University Press, Oxford.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Shy (2008), How to Price, Cambridge University Press. Varian (1992), Microeconomic Analysis. W.W. Norton. Dixit, Skeath, Reiley (2009), Games of Strategy, W.W. Norton. (For all above titles: latest edition)
--	---

4.3. Business Mathematics

Module No.	M3
Semester	1
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	n/a
How frequently is the module offered	Every semester
Admission requirements	Generally: basic school maths required StuPro 2016: To pass the admission test StuPro 2014: none
Responsible professor/ Module coordinator	Prof. Dr. Marlene Ferencz office 5-110, Tel.: 07121 271 6030 marlene.ferencz@reutlingen-university.de
Lecturers name (contact details see ESB-website)	Prof. Dr. Marlene Ferencz Dr. Tobias Brändle
Teaching language	English
Credits (ECTS)	6
Total work load	Total workload: 180 hours Amount of independent study: 120 hours Contact hours: 60
Contact hours per week	4 SWS
Examination/ Type of assessment	2 hours written examination.
Weighting of Grade within overall programme	6/150

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning out-comes	<p>After the successful completion of the course students should have developed the following competencies:</p> <p>Professional competencies: 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> <p>Methodological competencies: 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> <p>Social competencies: n/a.</p> <p>Personal competencies: n/a.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1 is reinforced in this module especially focusing on the spoken business math specific vocabulary due to the interactivity of the course.</p> <p>LO4.1: Especially business mathematical methods and techniques are introduced to develop a basis for solving international business problems. Furthermore, students need to show in the final exams that they can apply these methods appropriately.</p>
Contents/ Indicative syllabus	<p>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.</p>
Teaching and learning methodology	<ul style="list-style-type: none"> • Lectures with worked examples to illustrate methods described accompanied by numerous practice problems • Tutorials are offered to support students in problem solving. • Online refresh courses are offered in Relax
Miscellaneous	<ul style="list-style-type: none"> • Sharpen students' numeracy skills, problem solving skills and communication skills • The content of this module is universal and applicable around the world.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Indicative reading list	Basic Literature <p>Bradley, Th. and Patton, P., (2008) Essential Mathematics for Economic and Business, 3rd rev. ed., John Wiley & Sons Ltd</p> <p>Barnett R., Ziegler, M. and Byleen, K., (2010) College Mathematics for Business, Economics, Life Sciences and Social Sciences, 12th rev. ed., Pearson Education</p> <p>Jacques Ian, (2010) Mathematics for Economic and Business, 6th rev. ed., Prentice Hall</p> Advanced Literature <p>Sydsaeter, K and Hammond, P.J, (2008) Essential Mathematics for Economic Analysis, 3rd rev. ed, Prentice Hall</p> <p>Chiang, A., (2005), Fundamental Methods of Mathematical Economics, 4th int. ed., McGraw- Hill</p> <p>Occasionally another book may have to be used</p>
--------------------------------	---

4.4. Business Law



(see under Elective Modules)

4.5. Information Systems

Module No.	M5
Semester	1 & 2
Duration of module	2 semesters
Type of module	Compulsory
Courses included in the module	Information Systems 1 Information Systems 2
How frequently is the module offered	Every semester
Admission requirements	None



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Responsible professor/ Module coordinator	Prof. Dr. Martin Mocker
Lecturers name (contact details see ESB-website)	Prof. Werner Glaser Prof. Dr. Martin Mocker
Teaching language	English
Credits (ECTS)	6
Total work load	Total workload: 180 hours Amount of independent study: 120 hours Contact hours: 60
Contact hours per week	4 SWS
Examination/ Type of assessment	Continuous assessment: project work in semester 1 (50%), project work in semester 2 (50%)
Weighting of Grade within overall programme	6/150
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p>Professional competencies: enhance students' abilities to use and manage IT; advance analytical and technical skills of solving business problems with Information Technology (IT); develop students' skills on how to manage IT as an important business resource.</p> <p>Methodological competencies: develop students' command of methods to analyze and resolve business problems with IT as well as making IT-related business decisions.</p> <p>Provide and broaden fundamental skills to problem solving with the use of IT as well as presenting the results of the problem solving using IT.</p> <p>Social competencies: improve their ability to work individually and in teams, focused on problem solving under time pressure as well as coming to fact-based decisions and discuss them with others.</p> <p>Personal competencies: to sharpen student's organisational skills, problem solving skills, interpretation of information and communication of the synthesis of a solution.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.5.1. Information Systems 1



Course No/ Code	M5.1
Lecturers name; contact details see ESB-website	Prof. Werner Glaser
Teaching language	English
Credits (ECTS)	3 ECTS
Total work	Total workload: 90 hours Amount of independent study: 60 hours Contact hours: 30
Contact hours per week	2 SWS, block seminar
Learning outcomes	<p>After the successful completion of the course students should have developed the following competencies:</p> <p>Professional competencies: to solve business problems with the help of information technology (IT)-based tools, especially electronic spreadsheets.</p> <p>Methodological competencies: to analyze and report data to support decision making. In any functional area – during their further studies and their internships – students will have to use spreadsheet models to solve quantitative business problems.</p> <p>Social competencies: improve the ability to work individually and in teams under time pressure.</p> <p>Personal competencies: by mastering the skills addressed in this course, students should be more productive in addressing these problems by using the appropriate IT-based tools.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1 is reinforced through using English as the course language. LO4.1 is introduced as the project work involves solving business problems with the help of information technology tools.
Contents/ Indicative syllabus	Introduction to electronic spreadsheets, basic use of spreadsheet software, working with lists of data (e.g. sorting, filtering, subtotals), using formulas, cell referencing, modeling business problems, making data models readable (e.g. formatting, structuring) presenting data graphically in charts, what-if analyses (data tables, goal seek), pivot tables.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Teaching and learning methodology	Class work takes up half the time and is carried out in a specially equipped class room with demonstrations of how to work with selected programs. Guided practical work takes up the other half of the time and is carried out in computer labs. Business-oriented case studies are discussed in the class room and implemented as lab assignments.
Indicative reading list	John Walkenbach: Excel 2010 Bible; 2010 Wiley Books; ISBN: 0470474874. Simon Benninga: Principles of Finance with Excel; Second Edition, 2010, Oxford University Press; ISBN: 9780199755479

4.5.2. Information Systems 2

Course No/ Code	M5.2
Lecturers name; contact details see ESB-website	Prof. Dr. Martin Mocker
Teaching language	English
Credits (ECTS)	3 ECTS
Total work	Total workload: 90 hours Amount of independent study: 60 hours Contact hours: 30
Contact hours per week	2 SWS
Learning outcomes	<p>After successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: to further enhance students' computer 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 concept.</p> <p>Methodological competencies: students will be familiar with the management of IT as a business resource by managing applications, IT functions and IT architecture.</p> <p>Social competencies: to further improve their ability to work individually as well as in teams focused 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> <p>Personal competencies: to prepare students for the requirements during their studies and in their later business careers in these fields.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1 is reinforced through using English as the course language.</p> <p>LO3.1 is introduced as it pertains to the ethical questions that come up in relation to information technology such as the ethical use of customer and employee decisions.</p> <p>LO4.1 is reinforced. In each session students analyze how information technology supports decision making and facilitates business problem solving as well as how to address managerial challenges with regards to IT.</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • The importance of information and information technology as a business resource • Managing information • 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 • Managing IT architecture and IT strategy • Current technology trends
Teaching and learning methodology	<ul style="list-style-type: none"> • Lectures and discussions of teaching cases and articles • Student teams are assigned a project that is presented in class • contribution to in-class case discussions
Indicative reading list	<p>References and supplemental readings are provided during lectures as the course progresses.</p> <p>Optional text books: Basic Literature Turban and Volonino, Information Technology for Management, 7th International Student edition, Wiley 2010 (ISBN 978-0-470-40032-6)</p> <p>Advanced Literature Weill and Ross, IT-Savvy, Harvard Business Press 2009 (ISBN 978-1-422-18101-0)</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.6. Business English and Presentation

Module No.	M6
Semester	1 & 2
Duration of module	2 Semester
Type of module	Compulsory
Courses included in the module	1. Business English 1 2. Business English 2 3. Presentation Skills
How frequently is the module offered	Every semester
Admission requirements	Business English 1 & Presentation Skills: Advanced command of the English language. Business English 2 : Business English 1
Responsible professor/ Module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, room 116, Tel.: 07121 271 0 yoany.beldarrain@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	6
Total work load	Total workload: 180 hours (for details see course descriptions)
Contact hours per week	6 hours per week
Examination/ Type of assessment	<p>Business English 1 (50%): Continuing assessments consisting of a 1 hour written examination at the end of the semester, formal business presentation, written assignment, active participation and attendance. All continuing assessments are determined at the semester/course level.</p> <p>Business English 2 (50%): Continuing assessments consisting of a 1 hour written examination at the end of the semester, formal business presentation, written assignment, active participation and attendance. All continuing assessments are determined at the semester/course level.</p> <p>Presentation Skills: Individual presentation at the end of the seminar (not graded).</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Weighting of Grade within overall programme	6/150
Learning outcomes	<p>After the successful completion of this module, students should have developed:</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. • Students will demonstrate best practices for business communication skills. <p>Methodological competence:</p> <ul style="list-style-type: none"> • Students will analyze and discuss different business topics business using appropriate vocabulary. <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 for different purposes, including business situations.
Miscellaneous	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 English and Business German courses are offered within the study programme.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.6.1. Business English 1

Course No/ Code	M6.1
Lecturers name; contact details see ESB-website	Jill Signer
Teaching language	English
Credits (ECTS)	2
Total work	Total workload: 60 hours (30 hours lecture time, 30 hours self study)
Contact hours per week	2 hours per week
Learning outcomes	See Module M6 description
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students write a discussion paper based on a TedTalk video. The graded assignment emphasizes structure/organization, evaluating critical thinking in writing, overgeneralizations, style, academic register, clarity, tense usage, collocations, effective introductions/conclusions, etc. Students also design and hold a professional presentation about their home country, focusing on the economy, infrastructure, threats, opportunities etc.</p> <p>LO2.1: Students work in international teams to review each other's presentations and provide peer feedback. Feedback is given through their own cultural lens, which helps students to learn about each other's perspective.</p> <p>LO4.1: The home country presentations are used as a springboard for critical discussion about local economics, etc.</p>
Contents/ Indicative syllabus	<p>The topics dealt with will be of recent/current interest in a global context. The course Business English 1 will focus on topics in the area of human resource management and intercultural competence.</p> <p>The skills covered will include relevant language used in presentations and meetings, writing skills such as emails, enrichment of business vocabulary and business grammar.</p>
Teaching and learning methodology	<p>Teaching is by native speakers and is based on dossiers of materials appropriate to the relevant topic (texts, statistical charts, newspaper articles, etc). This material may be augmented by a course book.</p> <p>There are four parallel groups each of approx. 18 students. Great importance is attached to oral competence. Regular written work and oral</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	participation is expected of students, and may constitute part of the assessment.
Indicative reading list	<p>Possible resources include:</p> <p>Business English Handbook. Advanced by Paul Emmerson, Publisher:Macmillan.</p> <p>English Grammar: Understanding the Basics (2010) By Evelyn P. Altenberg, Robert M. Vago, Cambridge University Press</p> <p>The New English Grammar: With Phonetics, Morphology and Syntax (2010) By Horace Dalmolin, Tate Publishing</p> <p>Oxford Business English Dictionary (2006) By Dylis Parkinson & Joseph Noble, Oxford University Press</p> <p>Collins COBUILD-International Business English Dictionary (2011) By Sandra Anderson, Harper Collins Publishers</p>

4.6.2 Business English 2

Course No/ Code	M6.2
Lecturers name; contact details see ESB-website	Bronwyn Wiebecke
Teaching language	English
Credits (ECTS)	2
Total work	Total workload: 60 hours (30 hours lecture time, 30 hours self study)
Contact hours per week	2 hours per week
Learning outcomes	See Module M6 description
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students write a professional CV and cover letter, and an additional academic (persuasive) essay. Special emphasis will be given to style/register/clarity. Students discuss different case studies connected to marketing as well as analysing and presenting the marketing mix for a company of their choice.</p> <p>LO2.1: Students work in international teams to review each other's CVs and cover letters, and provide peer feedback. Feedback is</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>given through their own cultural lens, which helps students learn about each other's perspective.</p> <p>LO4.1: The case study presentations are used as a springboard for critical discussions about different marketing approaches.</p>
Contents/ Indicative syllabus	<p>The topics dealt with will be of recent/current interest in primarily the English-speaking world. The course Business English 2 will focus on topics in the area of marketing and strategy.</p> <p>The skills covered will include job applications (CV, cover letter job interview), and advanced writing skills.</p>
Teaching and learning methodology	<p>Teaching is by native speakers and is based on dossiers of materials appropriate to the relevant topic (texts, statistical charts, newspaper articles, etc). This material may be augmented by a course book. There are four parallel groups each of approx. 18 students. Great importance is attached to oral competence. Regular written work and oral participation is expected of students, and may constitute part of the assessment.</p>
Indicative reading list	<p>Robinson, Nick (2010): Cambridge English for Marketing, Cambridge University Press.</p> <p>Downes, Colm (2008): Cambridge English for Job-Hunting, Cambridge University Press.</p> <p>Longman Business English Dictionary, Pearson and Longman, New Edition 2007.</p> <p>Macmillan English Dictionary for Advanced Learners, Hueber, New Edition, 2010.</p> <p>Murphy, Raymond (2010): English Grammar in Use, intermediate, Third Edition, Klett.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.6.3 Presentation Skills



Course No/ Code	M6.3
Lecturers name; contact details see ESB-website	Prof. Yoany Beldarrain (Ph.D), Markus Herrmann, Alexander Wade or Diana Michl
Teaching language	English
Credits (ECTS)	2
Total work	Total work load: 60 hours (20 hours lecture time, 40 hours self study)
Contact hours per week	30 hours block seminar (equivalent to 2 hours per week), a minimum of 80% attendance is required.
Learning outcomes	<p>After the successful completion of this course, students should have developed:</p> <p>Professional competencies:</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. <p>Methodological competencies:</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 competencies:</p> <ul style="list-style-type: none"> • Students will demonstrate techniques that help presenters connect with an audience. <p>Personal competencies:</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.
Course-specific contribution to AoL	LO1.1: Students design and deliver a professional business presentation in English, using highly effective techniques and professional vocabulary.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

learning objectives (LO 1-4)	LO2.1: Students adapt their presentations and delivery style to the needs and expectations of a culturally diverse audience.
Contents/ Indicative syllabus	Key elements of an effective presentation will be discussed and trained: <ul style="list-style-type: none"> • defining the goals and the topic • preparing and structuring the content • adjusting to the audience • developing powerful arguments • finding an interesting introduction • using good rhetoric and language • visualising and adding multimedia components and • chairing the discussion
Teaching and learning methodo- logy	There are four parallel groups each of approx. 18 students. Introductory lectures covering basic presentation techniques and tools form part of the course; great importance is attached to practical training in preparing and holding business presentations.
Miscellaneous	Cameras may be used to record students' presentations, individual coaching.
Indicative reading list	References and supplemental readings and support materials are provided during lectures.



4.7. Business Language II

(see under elective modules)



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.8. Business Statistics

Module No.	M8
Semester	2
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	Business Statistics
How frequently is the module offered	Every semester
Admission requirements	n/a
Responsible professor/ Module coordinator	Prof. Dr. Marlene Ferencz office 5-110, Tel.: 07121 271 6030 marlene.ferencz@reutlingen-university.de
Lecturers name (contact details see ESB-website)	Prof. Dr. Marlene Ferencz
Teaching language	English
Credits (ECTS)	6
Total work load	Total workload: 180 hours Amount of independent study: 120 hours Contact hours: 60
Contact hours per week	4 SWS
Examination/ Type of assessment	2 hours written examination.
Weighting of Grade within overall programme	6/150
Learning outcomes	<p>After successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: 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 like: interpret numerical and</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>graphical summaries of data, solve a range of problems involving probability, understand the basic concepts of statistical inference, compute and interpret the results in hypothesis testing, fit and interpret regression models. To understand a common statistical presentation.</p> <p>Methodological competencies: to introduce the students to statistical methods, concepts and analysis to support decision making and to understand the role of Excel in statistical calculations.</p> <p>Social competencies: n/a.</p> <p>Personal competencies: n/a.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1 is reinforced in this module by especially focusing on the spoken business statistic specific vocabulary due to the interactivity of the course.</p> <p>LO4.1: Especially statistical methods and techniques are introduced to develop a basis for solving research questions. Furthermore students need to show in the final exams that they can apply these methods appropriately.</p>
Contents/ Indicative syllabus	<p>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.</p>
Teaching and learning methodology	<p>Lectures with worked examples to illustrate methods described accompanied by numerous practice problems.</p> <p>Performing statistical calculations using Excel.</p> <p>Tutorials are offered to support students in problem solving.</p> <p>Additional online material in Relax</p>
Miscellaneous	<p>The content of this module is universal and applicable around the world.</p>
Indicative reading list	<p>Basic Literature</p> <p>Anderson, D., Sweeney, D., Williams, T., Freeman J. and E. Shoesmith (2010) <i>Statistics for Business and Economics</i>, 2nd rev. ed., Cengage Learning</p> <p>Cortinhas, C. and Black, K. (2012), <i>Statistics for Business and Economic</i>, 1st European edition, John Wiley and Sons</p> <p>Theresa Bradley (2007) <i>Essential statistics for economics, business and management</i>, 1st ed., John Wiley and Sons</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Additional literature Curwin, J., Slater, R., (2007, Quantitative Methods for Business Decisions, 6 th ed., Cengage Learning Fleming, M., and Nellis, J., (2000), <i>Principles of Applied Statistics</i> , 2 nd ed., Thomson Learning Occasionally another book may have to be used
--	--

4.9. Marketing & Strategy



Module No.	M9
Semester	2
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	1. Principles of Marketing 2. Principles of Strategic Management
How frequently is the module offered	Every semester
Admission requirements	None
Responsible professor/ Module coordinator	Prof. Dr. Oliver Goetz office 5-112, Tel.: 07121 271 3033 Oliver.Goetz@Reutlingen-University.DE
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	8 ECTS
Total work load	Total workload: 240 hours
Contact hours per week	6 SWS
Examination/ Type of assessment	2h written module exam
Weighting of Grade within overall programme	8/150

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning out-comes	<p>After the successful completion of the module the students should have developed the following competencies</p> <p>Professional competencies: They will develop an understanding of the key concepts and principles of strategic and marketing management. Students critically discuss the relevance and success factors of the strategy formulation and competitive analysis as well as their connection to the value based marketing concept and marketing mix decisions.</p> <p>Methodological competencies: develop an understanding of the basic concepts and terminology used in strategic and marketing management. In particular a clear understanding of product, pricing, distribution, advertising strategy, principles of strategy formulation and competitive analysis; transfer and apply theoretical management knowledge to real-life business cases; develop presentation skills, familiarize with basic research methodology.</p> <p>Social competencies: 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 by fellow students in a structured manner.</p> <p>Personal competencies: develop the ability to think and act proactively as well as customer/marketing oriented.</p>
---------------------------	--

4.9.1 Principles of Marketing

Course No/ Code	M9.1
Lecturers name; contact details see ESB-website	Prof. Dr. Oliver Goetz
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours Amount of independent study: 90 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competencies</p> <p>Professional competencies: 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</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>benefits, and distribute products; understand the importance of customer relationship management.</p> <p>Methodological competencies: 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> <p>Social competencies: 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> <p>Personal competencies: develop the ability to think and act proactively as well as customer/marketing oriented.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms and abbreviations used in marketing practice and academia. In particular, students will be able to use these terms in discussions within the lecture.</p> <p>LO4.1: Students will learn about key concepts and principles of marketing management. Through a rigorous management approach, students will acquire the ability to understand and solve marketing problems by revealing an understanding of marketing research and research methods (e.g., conjoint). Moreover, students should be able to apply theoretical concepts to specific practical situations.</p>
Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Fundamentals 2. Branding 3. Product 4. Price 5. Promotion / Communication 6. Distribution and Sales
Teaching and learning methodology	<p>The course content will be course sessions. Active course participation is required. Course content comprises suggested readings as well as additional materials presented during lectures.</p>
Miscellaneous	<p>Guest lectures, company presentations</p>
Indicative reading list	<p>References and access to supplemental readings, videos, cases are provided during lectures; optional text book: Kotler, P.; Keller, K.L. (2011), <i>Marketing Management</i>, 14th edition, Prentice Hall.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.9.2 Principles of Strategic Management

Course No/ Code	M9.2
Lecturers name; contact details see ESB-website	Prof. Dr. Florian Kapmeier
Teaching language	English
Credits (ECTS)	3 ECTS
Total work	Total work load: 90 hours (Lecture/face time in the course: 30 hours, post-processing and homework: 30 hours, Exam preparation 30 hours)
Contact hours per week	2 SWS
Learning outcomes	<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.</p> <p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: 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 competencies. 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> <p>Methodological competencies: 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 weakness 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> <p>Social competencies: 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 team work on mini cases under time pressure and diversity in class, students will develop social and intercultural skills, including giving and receiving feedback.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	Personal competencies: 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.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the relevant terms of strategic management in English. In particular, students will be able to correctly analyze companies' environmental pressures, their ways to generate economic rent via tools of the market-based view and the resource-based-view.</p> <p>LO4.1: Students will be introduced to mechanisms of problem solving to real-life strategic management cases. Through a rigorous strategic management approach, students will train the ability to apply general concepts to specific situations. In particular, students prepare strategic management cases and solve the issues presented.</p>
Contents/ Indicative syllabus	<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

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Teaching and learning methodology	Interactive lecture, case studies
Miscellaneous	-
Indicative reading list	<p>Required reading:</p> <p>Johnson, G., Scholes, K., & Whittington, R. (2010): Exploring Corporate Strategy – Text and Cases. Prentice Hall</p> <p>Further readings:</p> <p>Hagel, J.III, Brown, J.S., & Davison, L. (2008): Shaping Strategy in a World of Constant Disruption , in: Harvard Business Review, October 2008, pp. 80-89</p> <p>Hax, A.C., & Wilde, D.I. (1999): The Delta Model, Adaptive Management in a Changing World, in: Sloan Management Review, Winter 1999, pp. 11-28</p> <p>Johnson, M.W., Christensen, C.M., & Kagermann, H. (2008): Reinventing Your Business Model, in: Harvard Business Review, December 2008, pp. 51-59</p> <p>Kaplan, R.S., & Norton, D.P. (2006): How to Implement a New Strategy Without Disrupting Your Organization, in: Harvard Business Review, March 2006, pp. 100-109</p> <p>O'Reilly, C., & Tushman, M.L. (2004): The Ambidextrous Organization, in: Harvard Business Review, April 2004, pp. 74-81</p> <p>Porter, M.E. (2008): The five competitive forces that shape strategy, in: Harvard Business Review, January 2008, pp. 78-93</p>

4.10. Management Techniques

Module No.	M10
Semester	2
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	1. Management Accounting 1 2. Project Management
How frequently is the module offered	Each semester
Admission requirements	none



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Responsible professor/ Module coordinator	Prof. Dr. Florian Kapmeier, office 5-111, florian.kapmeier@reutlingen-university.de
Lecturers name (contact details see ESB-website)	Prof. Robert LoBue Prof. Dr. Florian Kapmeier Jörg Klasen
Teaching language	English
Credits (ECTS)	6 ECTS
Total work load	210 hours (for detail see course descriptions)
Contact hours per week	4 hours per week (SWS)
Examination/ Type of assessment	1h written exam (50%), Presentation (35%), Quiz (15%)
Weighting of Grade within overall programme	6/150
Learning outcomes	<p>Upon completion of this module, participants will have developed the following competencies:</p> <p>Professional competencies: Students will develop a proper knowledge in the fields of management accounting and project management: They will have gained an understanding and insight into management accounting in general and especially the cost accounting framework and its basic instruments. 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.</p> <p>Methodological competencies: Students will develop managerial/methodological skills in project management with a potential link to management accounting projects (e.g. software implementation). The module will enhance students' analytical skills and understanding to a practical application of analytical/quantitative methods for business decision making.</p> <p>Social competencies: Students will strengthen their social and communication competence through cooperating with each other, by managing conflicts and giving and receiving feedback.</p> <p>Personal competencies: Students will gain personal confidence by building up knowledge, skills and capacities to approach managerial challenges in both fields of accounting and project management. The module will provide students with the fundamentals for resuming expert roles as well as first managerial functions in business firms.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.10.1. Management Accounting 1

Course No/ Code	M10.1
Lecturers name; contact details see ESB-website	Prof. Dr. Robert LoBue
Teaching language	English
Credits (ECTS)	3 ECTS
Total work	Total workload: 90 hours (Lecture/face time 30 hours, reading assignments and homework 45 hours, exam preparation 15 hours)
Contact hours per week	2 hours per week (SWS)
Learning outcomes	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: 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> <p>Methodological competencies: 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> <p>Social competencies: 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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Personal competencies: Upon successful completion of this course, 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.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students are required to master an advanced level of English terminology used in accounting and control measurements for business operations.</p> <p>LO3.1: Students are introduced to the professional concepts of fiduciary responsibility, conflict of interest awareness, and corporate social responsibility/sustainability as related to ethical goal attainment.</p> <p>LO4.1: Throughout the lectures, discussions, case studies, and homework exercises, analytical observations, tools, and methods are employed for solving problems of critical operational decision-making found in today's organizations. The required 1-hour examination consists of problems for students to identify the appropriate concepts, analyze situations, and provide the appropriate solution and/or decision, using methods most often requiring mathematical calculation.</p>
Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Introduction and management accountant's role , differences between management accounting, financial accounting, and financial management, trends in management accounting 2. Cost terms, cost categorizations (e.g., variable/fixed costs, direct/indirect costs, cost of goods sold/period costs) 3. Cost allocation, general cost allocation methods, specific cost allocation methods, variable and direct costing 4. Cost-volume-profit-relationship analysis, estimating linear cost functions, break-even analysis, target operating profit analysis, operating leverage 5. Relevant information for decision making, e.g. one-time-only special orders, customer profitability analysis, make-or-buy decisions, product-mix decisions, equipment replacement 6. Activity-based costing and other management accounting tools
Teaching and learning methodology	This course will be conducted in the form of lecturing seminars, in-class exercises, case studies, and homework assignments.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Indicative reading list	<p>Horngren, C. T., Sundem, G. L., et al, Introduction to Management Accounting, Pearson.</p> <p>Taschner, A./Charifzadeh, M., Management and Cost Accounting, Wiley.</p> <p>Alternatively/for in-depth information:</p> <p>Horngren, C.T., Datar, S.M., Rajan, M. V., Cost Accounting, Pearson.</p> <p>Horngren, C.T., Bhimani, A., Datar, S. M., Rajan, M. V. : Management and Cost Accounting, Pearson.</p> <p>Drury, C., Management and Cost Accounting, Cengage.</p>
--------------------------------	--

4.10.2. Project Management

Course No/ Code	M10.2
Lecturers name; contact details see ESB-website	Prof. Dr. Florian Kapmeier Jörg Klasen
Teaching language	engl.
Credits (ECTS)	3
Total work	Total workload: 90 hours Amount of independent study: 60 hours Contact hours: 30 hours
Contact hours per week	2 SWS
Learning outcomes	<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 competencies:</p> <p>Professional competencies:</p> <p>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, Program Evaluation and Review Techniques (PERT), and Project Risk Management, among others.</p> <p>Methodological competencies:</p> <p>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 text books, apply the methods and</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>tools to real-project management challenges and understand their limitations.</p> <p>Social competences: Students will improve their intellectual skills including soft, social, communication, mathematical, analytical, synthesising 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> <p>Personal competencies: 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.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the relevant building blocks of project management in English.</p> <p>LO2.1: Students collaborate in international teams to prepare and hold a presentation on a topic of managing projects. They work in other international teams on other issues on project management in class, thus reflecting on the different cultural dimensions. Furthermore, one topic is especially focussing on project management in the international context.</p> <p>LO4.1: Students will develop mechanisms of problem solving to real-life project management cases. While they learn the building blocks of project management, students acquire the ability to apply general concepts to specific situations. Also, students prepare real-life project management cases with reference to the theoretical concepts learned.</p>
Contents/ Indicative syllabus	<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

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<ul style="list-style-type: none"> • Project termination
Teaching and learning methodology	Seminar-style course, discussion of cases, computer-based project simulation and methods for project planning, team tasks and presentation to the plenum, team assessments.
Miscellaneous	Guest lecture
Indicative reading list	<p>Required readings</p> <p>Meredith, J.R., Mantel, S.J. (2012), Project Management: A Managerial Approach, 8th edition, New York et al. 2012</p> <p>Project Management Institute (Eds., 2008), A Guide to the Project Management Body of Knowledge, 4th edition, Newton Square, PA 2008</p> <p>Recommended readings</p> <p>Köster, K. (2010), International Project Management, Thousand Oaks, Calif., London 2010</p> <p>Goldratt, E. 1997. Critical chain The North River Press, Great Barrington, MA</p> <p>Levy, F.K., Thomson, G.L., Wiest, J.D. (1963), The ABCs of Critical Path Method, in: Harvard Business Review, 41, 1963, 5, 98-108</p> <p>Lyneis, J., Cooper, K., Els, S. (2001), Strategic Management of Complex Projects, in: System Dynamics Review, 17, 2001, 3, 237 – 260</p> <p>Sosa, M.E., Eppinger, S.D., Rowles, C.M. (2004), The Misalignment of Product Architecture and Organizational Structure in Complex Product Development, in: Management Science, 50, 2004, 12, 1674-1689</p>

4.11. Macroeconomics



Module No.	M11
Semester	3
Duration of module	One semester
Type of module	Compulsory
How frequently is the module offered	Every semester
Admission requirements	n/a

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Responsible professor/ Module coordinator	Prof. Dr. Herzog Email: Bodo.Herzog@Reutlingen-University.de
Lecturers name (contact details see ESB-website)	Prof. Dr. Herzog
Teaching language	English
Credits (ECTS)	5 ECTS
Total work load	150 hours Amount of independent study: 90 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	Written exam (2h)
Weighting of Grade within over- all programme	5/150
Learning outcomes	<p>Professional competencies: After the successful completion of this module the students can critically discuss the relevance and limitations of macroeconomic models; apply mathematical models in economics; understand model implications in specific economic situations; calculate and analytically derive model outcomes; MATLAB</p> <p>Methodological competencies: 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> <p>Social competencies: -</p> <p>Personal competencies: The students should be able to think strategically, such as, economists and mathematicians</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Class discussions about current economic issues as well as all course documents are in English.</p> <p>LO4.1: Continuous problem-solving in the lectures, homeworks and exam dealing with macro economic problems.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contents/ Indicative syllabus	1. What's Macroeconomics about? 2. Growth Theory (Theory & Simulations) 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
Teaching and learning methodology	Lectures, Discussions and Presentations. Throughout the semester, extensive papers will be distributed; these are intended for students' preparation and consolidation of the course material. In all sub-areas, homework sets will be distributed; these will be processed and prepared by students individually or in groups.
Miscellaneous	Tutorials; Discussion of problems of common interest; case studies; computer simulations; e-learning platform; video lectures; guest lectures; and 'Nobel Lecture in Economics'
Indicative reading list	<p><i>Basic Literature (always latest editions):</i></p> <p>Abel, Bernanke, Croushore (2013), Macroeconomics, ISBN: 0132992280, Prentice Hall.</p> <p>Acemoglu, D. (2008), Introduction to Modern Economic Growth, Princeton Univers. Press, ISBN-10: 0691132925.</p> <p>Blanchard, O. (2012), Macroeconomics, ISBN: 0273766333, Prentice Hall.</p> <p>German Council of Economic Experts, Annual Reports, last editions.</p> <p>Herzog, B. (2015), Lecture Notes in Macroeconomics; ESB, Reutlingen.</p> <p>Mankiw, G. (2011), Principles of Macroeconomics, ISBN 0538453060, SW Cengage Learning.</p> <p>Krugman, P. and R. Wells (2012), Macroeconomics, ISBN 1429283432, Worth Publishers.</p> <p>Obstfeld, M. and K. Rogoff (1996), Foundation of International Macroeconomics, ISBN 0262150476, MIT Press.</p> <p>Romer, D. (2011), <i>Advanced Macroeconomics</i>, ISBN 0073511374, McGraw-Hill.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.12. Research Methods & Applications



Module No.	M12
Semester	3
Duration of module	1 semester
Type of module	Compulsory
Courses included in the module	1. Marketing Research 2. Business Research Methods
How frequently is the module offered	Every semester
Admission requirements	Strongly recommended: Principles of Management, Marketing, Business Mathematics, Business Statistics
Responsible professor/ Module coordinator	Anna Goeddeke office 5-112, Tel.: 07121 271 3102 Anna.Goeddeke@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	6
Total work load	Total workload: 180 hours Amount of independent study: 90 hours Contact hours: 90 hours
Contact hours per week	6 SWS
Examination/ Type of assessment	Continuous Assessment in the form of: A practical marketing research and consulting project (team work with presentation) and/or a written test (67%) Written essay, Project presentations - both verbally and in writing, class participation (33%)
Weighting of Grade within overall programme	6/150
Learning outcomes	Professional competencies: Familiarize students with scientific research methods at all stages of the research process. This encompasses starting from an idea; stating a research question based on the ideas; developing specific aims and objectives of research; undertaking a literature review; select an appropriate methodology; devise the data collection methods, followed by data gathering and data analysing and

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>finally drawing conclusions and complete a write up and/or a presentation of the research project.</p> <p>Methodological competencies: Accomplishing an applied business research project; applying principles of research design and analysis to a specific small scale business projects; evaluating appropriate research methods within a research project; choosing and conducting different forms of communicating the research results with different audiences - including writing a short academic publication, presenting the outcomes in a poster session and giving a talk on the research project; discussing and challenging research projects with peers; using a range of relevant software tools, e.g. for word processing, presentations and data analysis.</p> <p>Social competencies: Giving and receiving feedback; supporting peers throughout the research process, work effectively with others on projects, managing conflicts in groups;</p> <p>Personal competencies: managing time and workload; improve own learning and performance; developing autonomy as a researcher; improving academic writing skills and developing skills of reflection.</p>
--	---

4.12.1. Marketing Research

Course No/ Code	M12.1
Lecturers name; contact details see ESB-website	Prof. Dr. Gerd Nufer, Prof. Roland Heger, PhD Two parallel courses will be offered: <ul style="list-style-type: none"> Prof. Dr. Gerd Nufer (in German): Marketing Research seminar with real-life projects (primary research) in cooperation with companies, close supervision of the students' work by the advisor as well as corporate partners Prof. Roland Heger., PhD (in English): Marketing Research lecture with digital marketing projects (primary research) and mid-term / final written examination Please notice: The two courses have different focal points and individual requirements, there's more difference than just the language.
Teaching language	English or German
Credits (ECTS)	4 ECTS
Total work	Total workload: 120 hours Amount of independent study: 60 hours Contact hours: 60 hours
Contact hours per week	4 SWS

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning outcomes	<p>After successful completion of the module students should have developed the following competencies:</p> <p>Professional competencies: deepen marketing knowledge with the process of marketing research; apply marketing knowledge in real-life project work in a company context.</p> <p>Methodological competencies: employ and sharpen research, information & data handling; convert theoretical knowledge immediately into a practical research and consulting project.</p> <p>Social competencies: improve the ability to work in teams under time pressure; refine oral and written communication skills.</p> <p>Personal competencies: convince a company to participate in such a project, present results to company representatives.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: By completion of the course, students are able to understand and articulate the relevant terms used in marketing practice and academia. Students are able to use these terms in discussions within the course as well as in practice and academia.</p> <p>LO2.1: The course focuses on a global perspective and considers international and intercultural differences. Students evaluate and summarize international/intercultural differences in marketing research in a business context.</p>
Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Relationship between marketing and marketing research 2. Information and decision 3. Marketing research planning 4. Data collection 5. Data analysis 6. Presentation of results and consulting 7. Practical marketing research and consulting project 8. PR
Teaching and learning methodology	Lectures in seminaristic style, illustrative practical examples, case studies; test questions, qualitative and quantitative exercises, project work, discussions.
Miscellaneous	Guest lecturers, excursions, company presentations, company cooperations

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Indicative reading list	<p>Burns, Alvin C. / Bush, Ronald F.: Marketing Research. International Edition, Upper Saddle River, latest edition</p> <p>Berekoven, Ludwig / Eckert, Werner / Ellenrieder, Peter: Marktforschung. Methodische Grundlagen und praktische Anwendung, Wiesbaden, latest edition</p> <p>Berndt, Ralph: Marketing 1. Käuferverhalten, Marktforschung und Marketing-Prognosen, Berlin, latest edition</p> <p>Bühl, Achim: SPSS. Einführung in die moderne Datenanalyse, München, latest edition</p> <p>Carver, Robert: Practical Data Analysis with JMP, Cary, NC, USA, latest edition</p> <p>Malhorta, Naresh K. / Birks, David F.: Marketing Research. An Applied Approach, Harlow, latest edition</p> <p>Nufer, Gerd: Ambush Marketing in Sports. Theory and Practice, London/New York, latest edition</p> <p>Paczkowski, Walter R.: Market Data Analysis Using JMP, Cary, NC, USA, latest edition</p> <p>Further literature for each topic to be introduced during the course</p>
--------------------------------	---

4.12.2. Business Research Methods

Course No/ Code	M12.2
Lecturers name; contact details see ESB-website	Anna Goeddeke Prof. Dr. Marlene Ferencz
Teaching language	English
Credits (ECTS)	2 ECTS
Total work	Total workload: 60 hours Lecture/face time in the course: 30 hours Research Project and Term Paper: 30 hours
Contact hours per week	2 hours (SWS)
Learning outcomes	<p>This class provides students with opportunities to develop and demonstrate knowledge and understanding, qualities and skills in scientific research methods and applications. Students will be familiarized with scientific research methods.</p> <p>Professional competencies: Familiarize students with scientific research methods at all stages of the research process. This encompasses starting from an idea; stating a research question based on</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>the ideas; developing specific aims and objectives of research; undertaking a literature review; select an appropriate methodology; devise data collection methods, followed by data gathering and data analyzing and finally drawing conclusions and complete a short write-up in form of a short essay.</p> <p>Methodological competencies: Accomplishing an applied business research project; applying principles of research design and analysis to a specific small scale business projects; evaluating appropriate research methods within a research project in form of a short essay; discussing and challenging research projects with peers.</p> <p>Social competencies: Giving and receiving feedback; supporting peers throughout the research process, working effectively with others on projects, managing conflicts in groups;</p> <p>Personal competencies: managing time and workload; improve own learning and performance; developing autonomy as a researcher; improving academic writing skills and developing skills of reflection.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1 is reinforced as this class forces the students to write the first longer seminar paper to help the students to prepare for the bachelor thesis.</p> <p>LO4.1 is assessed. In their research paper the students have to select and apply appropriate research methods to solve business problems.</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Introduction to scientific research • Library databases • Effective writing and writing style • Citation rules • Methods of data gathering and analysis
Teaching and learning methodology	<p>Lectures, small research projects to be conducted in small teams; findings will be presented as an essay.</p>
Indicative reading list	<p>General literature:</p> <p>American Psychological Association. (2010). Concise rules of APA style. American Psychological Association.</p> <p>Quinlan, C., Babin, B. J., Carr, J., Griffin, M., & Zikmund, W. G. (2011). Business research methods. Andover: South-Western Cengage Learning.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.13. Finance & Management Accounting



Module No.	M13
Semester	3
Duration of module	1 Semester
Type of module	Mandatory
Courses included in the module	The Module includes the courses M13.1 – Principles of Corporate Finance M13.2 - Management Accounting 2
How frequently is the module offered	Each Semester
Admission requirements	Strongly recommended: Principles of Management, Financial Accounting, Management Accounting 1
Responsible professor/ Module coordinator	Prof. Dr. Hans-Martin Beyer office 5-109, Tel.: 07121 271 6025 Hans-Martin.Beyer@reutlingen-university.de
Lecturers names	See following course descriptions
Teaching language	English
Credits (ECTS)	7
Total work load	Total Workload: 210 hours (for detail see following course descriptions)
Contact hours per week	5 SWS
Examination/ Type of assessment	2 hour written module exam
Weighting of Grade within overall programme	7/150
Learning outcomes	<p>Upon completion of this module, participants will have developed the following competencies:</p> <p>Professional competencies: Students will develop and enhance their knowledge, understanding and insight into management accounting and control, as well as corporate finance problems and decisions. The participants will have obtained a both theoretical and practice-oriented understanding of methods and instruments of performance and value oriented management and decision making towards strategic and financial goals – both from a management accounting and a financial man-</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>agement/corporate finance perspective. Students will be able to applying approaches and selected methods in the respective competencies areas.</p> <p>Methodological competencies: Students will develop critical thinking and problem solving skills in addition to analytical skills in respective fields. 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> <p>Social competencies: Through the interactive nature of the module elements, students will refine their oral and written communication competencies 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 competencies.</p> <p>For the detailed learning outcomes please see the following course descriptions of M13.1 and 13.2.</p>
--	--

4.13.1 Principles of Corporate Finance



Course No/ Code	M13.1
Lecturers name; contact details see ESB-website	Prof. Dr. Hans-Martin Beyer
Teaching language	English
Credits (ECTS)	4
Total work	Total: 120 hours, thereof contact hours: 45; self Study (readings, course prep /exercises, exam prep): 75 hours
Contact hours per week	3 SWS
Learning outcomes	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: Students will obtain fundamental understanding, competencies 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</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>e.g. investment decisions, cost of capital, capital structure, and financing instruments.</p> <p>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> <p>Methodological competencies: 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> <p>Social/personal competencies: Through the interactive nature of the module elements, students will develop their respective terminology and refine their professional communication competencies.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms used in practice and academia in the field of corporate finance, investment and financing related decision problems as well as portfolio theory in English.</p> <p>LO4.1: Students will understand and apply methods of assessing and interpreting potential investments to draw conclusions for decision making. Theoretical concepts are discussed with a focus on understanding the impact of risk and uncertainty to financial decisions and related methods / approaches to address them in practical decision making. Students will assess and solve problems e.g. in the fields of portfolio risk management, equity and loan financing, capital structuring/ financial leverage, bond pricing.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contents/ Indicative syllabus	<ol style="list-style-type: none"> 1. Financial Management Basics (finance definitions, finance functions, financial goals, stakeholders, financial planning, financial default) 2. Investment Decisions (types of Investments, Fisher separation theorem, methods of investment appraisal / capital budgeting under certainty - NPV, IRR, Payback/amortisation methods, methods, methods of addressing uncertainty in investment decisions e.g. sensitivity analysis) 3. 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) 4. 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)
Teaching and learning methodology	Lectures and seminar, Quantitative Exercises/Cases, Discussion
Indicative reading list	<ul style="list-style-type: none"> • Berk, Jonathan/De Marzo, Peter: Corporate Finance, Pearson, latest ed. • Brealey, Richard A./ Myers, Steward C. / Marcus, Alan J.: Fundamentals of Corporate Finance, McGraw-Hill, latest ed. • Brealey, Richard A./ Myers, Steward C. / Allen F.: Principles of Corporate Finance, McGraw-Hill, latest ed. • Brigham, Eugene F./Houston, Joel F.: Fundamentals of Financial Management, South-Western Cengage Learning, latest ed. • Copeland, Thomas E./Weston, John Fr./Shastri, Kuldeep: Financial Theory and Corporate Policy • Gitman, Lawrence J.: Principles of Managerial Finance, Pearson, latest ed • Ross, Stephen A./Westerfield, Randolph W./Jaffe, Jeffrey/Joran, Bradford D.: Corporate Finance: Core Principles and Applications, McGraw-Hill, latest edition <p>Further literature and actual articles are introduced during the course.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.13.2. Management Accounting 2



Course No/ Code	M13.2
Lecturers name; contact details see ESB-website	Prof. Dr. Michel Charifzadeh
Teaching language	English
Credits (ECTS)	3
Total work	Total workload: 90 hours (Lecture/face time in the course: 30 hours, post-processing, reading assignments and homework: 30 hours, exam preparation 30 hours)
Contact hours per week	2 (SWS)
Learning outcomes	<p>Upon completion of this course, participants will have developed the following competencies:</p> <p>Professional competencies: 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. Students will acquire the ability to set up an operating and a financial budget independently and perform a variance analysis with flexible budgets. In parallel, they will be able to critically discuss behavioral implications of the budgeting process. In the second part of the course students will acquire the skills to measure financial performance of a business firm properly. They will be able to identify financial drivers as well as being able to relate them to operational drivers. This will enable them to understand how performance measurement and performance management help to implement strategies. Students will gain insight in how performance measurement systems are applied in companies by learning from real-life examples. They will be able to reveal their shortcomings and weaknesses which will enable them to discuss and develop solutions to these shortcomings.</p> <p>Methodological competencies: 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> <p>Social competencies: 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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Personal competencies: Students will be equipped with the necessary knowledge and competencies to resume a role in a management control function in an internationally operating firm and become a valuable partner for operating and financial managers.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms used in practice and academia in the field of management reporting, budgeting, performance measurement and strategic management control in English.</p> <p>LO4.1: Students will develop mechanisms of problem solving to real life business cases in the context of management control. Concepts are discussed with a focus on understanding management control processes and interpreting performance measures of internationally operating business entities. They will solve problems of performance management in the fields of operating profitability, asset use efficiency, liquidity, financial leverage and value creation.</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • 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 • Flexible budgets and variance analysis • Performance measurement with financial statements • Key financial ratios • Shareholder value analysis, cost of capital and value based management • Strategic management accounting with the balanced scorecard • Advanced topics in management accounting and control
Teaching and learning methodology	This course will be conducted in the form of lecturing seminars, in class assignments, case studies and homework assignments.
Miscellaneous	Guest lecture by industry expert
Indicative reading list	<p>Anthony, R. N et. al.: Management Control Systems, 1st European Edition, McGraw Hill, 2014. ISBN: 978-007-713326-9.</p> <p>Bible, L., Kerr, S., Zanini, M.: The Balanced Scorecard: Here and back, in Management Accounting Quarterly, Vol. 7 (2006), No. 4 (Summer), pp. 18-23.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>Charifzadeh, M., Taschner, A.: Management Accounting and Control, Wiley 2017.</p> <p>Damodaran, A.: Return on Capital (ROC), Return on Invested Capital (ROIC) and Return on Equity (ROE): Measurement and Implications, Working paper, Stern School of Business, July 2007.</p> <p>Drury, C.: Management Accounting for Business, 6th Edition, Cengage, 2016.</p> <p>Higgins, Robert C.: Analysis for Financial Management, McGraw-Hill, latest edition.</p> <p>Horngren, C.T., Bhimani, A., Datar, S. M., Rajan, M. V.: Management and Cost Accounting, 6th Edition, Pearson Prentice Hall, 2015.</p> <p>Kaplan, R. S., Atkinson, A. A.: Advanced Management Accounting, 3rd Edition, Pearson Prentice Hall, 1998. ISBN: 0130802204.</p> <p>Kaplan, R.S. / Norton, D.P.: The Balanced Scorecard – measures that drive performance, in: Harvard Business Review, Vol. 70 (1992), No. 1 (January-February), pp. 71-79</p> <p>Rappaport, A.: CFOs and Strategists: Forging a Common Framework, in: Harvard Business Review, May-June 1992, p. 84 – 91.</p> <p>Seal, W., Rohde, C., Garrison, R.H., Noreen, E. W.: Management Accounting, 5th edition, McGraw-Hill 2015.</p> <p>Speckbacher / Bischof / Pfeiffer: A descriptive analysis on the implementation of Balanced Scorecards in German-speaking countries; in: Management Accounting Research, Vol. 14 (2003), pp. 361-387.</p> <p>Taschner, A., Charifzadeh, M., Management and Cost Accounting, Wiley 2016.</p> <p>Walsh, C.: Key Management Ratios, 4th Edition, Pearson Prentice Hall, 2008. ISBN: 978-0-273-71909-0.</p> <p>Young, S. D., O'Byrne, S. F.: EVA and Value Based Management, McGraw-Hill, 2001. ISBN: 0-07-136439-0.</p> <p>Zimmermann, J. L. (2017): Accounting for Decision Making and Control, 9th edition, McGraw-Hill.</p> <p>Additional reading material from business newspapers, periodicals, and academic journals will be provided during the course.</p>
--	---



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.14. Advanced Business English

Module No.	M14
Semester	3
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	n/a
How frequently is the module offered	Every semester
Admission requirements	Completion of Module 6
Responsible professor/ Module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, room 116, Tel.: 07121 271 3101 yoany.beldarrain@reutlingen-university.de
Lecturers name	Prof. Yoany Beldarrain (Ph.D)
Teaching language	English
Credits (ECTS)	2
Total work load	Total workload: 60 hours (30 hours lecture time, 30 hours self study)
Contact hours per week	2 hours per week
Examination/ Type of assessment	Continuous assessments (CA): One written term paper (30%), formal business presentation (30%), assignments (30%), active participation and attendance (10%).
Weighting of Grade within overall programme	2/150
Learning outcomes	<p>After the successful completion of this course, students should have developed:</p> <p>Professional competence:</p> <ul style="list-style-type: none"> • Students will apply extended business and economics-related terminology in simulations and discussions. • Students will integrate and demonstrate best practices for effective and ethical business communication skills when dealing with difficult work situations.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<ul style="list-style-type: none"> • Students will use technology tools for virtual teaming. • Students will demonstrate highly effective presentation skills. Methodological competence: <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 apply communication methods and techniques best suited for specific business scenarios. Social competence: <ul style="list-style-type: none"> • Students will apply networking and teambuilding skills within a multicultural context. • Students will collaborate with peers from various cultural backgrounds to problem-solve business scenarios. Personal competence: <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 programme.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Assessment embedded, students write an academic, analytical paper about a business communication problem using a current company case as example. They also present it verbally.</p> <p>LO2.1: Students collaborate in international teams to practice negotiation skills and virtual teaming, thus reflecting on the different cultural dimensions and their impact on one's behaviour, preferences, communication style, leadership style, etc. Students also practice conflict resolution techniques, create a "team charter," and take several surveys to reflect on their contributions to the international team.</p> <p>LO3.1: Ethical business communication is discussed in connection to the analytical paper topic. For example, the VW emissions scandal and how the company communicated with stakeholders.</p> <p>LO4.1: Students submit a draft of their term paper and receive individual feedback about their approach to the identified business communication problem.</p>
Contents/ Indicative syllabus	<p>The Advanced Business English course focuses on business communication using business English as the target language. The topics utilised for discussion will be of recent/current interest around the globe. Topics covered include economics, finance, as well as other pertinent topics connected to the programme of study, all examined</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>through the lens of effective communication for business purposes.</p> <p>The English language skills integrated in this course will build on skills previously learned in Business English 1 and 2. Skills, connected to effective and ethical business communication practices include:</p> <ol style="list-style-type: none"> 1. writing for different business purposes 2. effective negotiation skills to create a win-win, managing conflict 3. communicating in intercultural virtual teams 4. critical analysis and synthesis of a business topic (written and oral form)
Teaching and learning methodology	<p>Teaching is by native speakers and is based on dossiers of materials appropriate to the relevant topic (texts, statistical charts, newspaper articles, etc). This material may be augmented by a course book. There are four parallel groups each of approx. 18 students. Great importance is attached to both, oral and written competence. Regular written work and oral participation is expected of students, and may constitute part of the assessment.</p>
Indicative reading list	<p><u>Possible resources include:</u></p> <p>English Grammar: Understanding the Basics (2010) By Evelyn P. Altenberg, Robert M. Vago, Cambridge University Press</p> <p>The New English Grammar: With Phonetics, Morphology and Syntax (2010) By Horace Dalmolin, Tate Publishing</p> <p>Oxford Business English Dictionary (2006) By Dylis Parkinson & Joseph Noble, Oxford University Press</p> <p>Collins COBUILD-International Business English Dictionary (2011) By Sandra Anderson, Harper Collins Publishers</p> <p>Business English: The Writing Skills You Need for Today's Workplace (2010) By Andrea B. Geffner, Barron's Publishers</p> <p>How to Write Effective Business English: The Essential Toolkit (2009) By Fiona Talbot, Kogan Ltd. Publishers</p>



4.15. Advanced Business Language II

(see under elective modules)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.16. Human Resource Management



Module No.	M16
Semester	3
Duration of module	1 semester
Type of module	Mandatory
Courses included in the module	M 16.1 Principles of Human Resource Management M 16.2 Intercultural Management
How frequently is the module offered	every semester
Admission requirements	3rd semester status
Responsible professor/ Module coordinator	Prof. Dr. Hermann Lassleben Building. 5, Room 110, Tel.: 07121 271 6019 hermann.lassleben@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	6
Total work load	180h (90 contact hours plus 90h of self studies)
Contact hours per week	6
Examination/ Type of assessment	2h written exam at the end of the semester - HRM (66%) plus case study in teams - ICM (33%).
Weighting of Grade within overall programme	6/150

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Learning outcomes	<p>Upon completion of this module students will have developed the following competencies:</p> <p>Professional competencies: overview about 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 effects of cultural differences in international business situations.</p> <p>Methodological competencies: 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> <p>Social competencies: advanced presentation and teamworking skills; competence to interact successfully in an intercultural business environment; understand dynamics in social systems such as organizations, or teams.</p> <p>Personal competencies: 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>
--------------------------	--

4.16.1. Principles of Human Resource Management



Course No/Code	M16.1
Lecturers name; contact details see ESB-website	Prof. Dr. Hermann Lassleben
Teaching language	English
Credits (ECTS)	4
Total work	120h (60 contact hours plus 60 hours of self studies)
Contact hours per week	4h/week
Learning outcomes	<p>Upon completion of this course, students provide over the following knowledge and competencies:</p> <p>Professional competencies: overview about HRM; acquaintance with basic theoretical foundations and cutting-edge challenges and issues of HRM; familiarity with and ability to apply important tools and techniques of HRM; ability to deal with HR-related responsibilities in managerial jobs.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>Methodological competencies: problem-solve HR issues; manage, plan and control key HR activities; contribute to organizational effectiveness by designing appropriate HR solutions; critically assess HRM concepts and their limitations.</p> <p>Social competencies: apply effective written and oral communication skills; work in diverse teams; give and receive feedback; understand dynamics in social systems such as organizations, or teams.</p> <p>Personal competencies: awareness of own personality and its relation to job requirements; understand how HR trends affect own employability and career planning; ability to unmask applicants in selection processes.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Discussions (in-class) of cases and recent developments in the field of HRM trains the usage of field specific vocabulary and self-assurance in communicating in English. Obligatory reading of textbook chapters and press-clips as well as watching videos provided on RELAX.</p> <p>LO2.1: Explicitly addressed in topic no. 8 of syllabus and as a framework condition of all functions of HRM in today's corporate world. Teamwork in multicultural groups on cases in-class.</p> <p>LO4.1: Substantially all of the teaching is linked to cases or practical examples, for which students have to come up with suggestions and recommendations after discussion. The same applies to the final exam: no reproduction but application oriented questions. Practitioners (guest presentations) bring in a practical problem solving perspective.</p>
Contents/ Indicative syllabus	<p>1. Introduction to HRM HRM Theories and Concepts, HRM Process, HRM Roles, HRM Value Chain, HRM and Organizational Performance</p> <p>2. HR Planning Job Analysis, Job Description, Job Specification, Forecasting Demand, Forecasting Supply, Succession Planning</p> <p>3. Recruitment Staffing Process, Internal/External Hiring, External Recruiting Sources, Employer 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 Efforts, Management Development, Career Management</p> <p>6. Performance Management</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Performance Measurement versus Performance Management, Functions, Roles, Tools, 360° Feedback, Management by Objectives, Appraisal Interviews 7. Reward Management Reward Strategy, Reward Components, Job Evaluation, Pay for Performance, Competency Based Pay, Reward and Motivation, Benefits 8. International HRM Cultural Effects on HRM, International Staffing Policies, Managing International Assignments 9. Strategic HRM Aligning Business & HR Strategies, Theoretical Perspectives on SHRM, Strategic Challenges 10. Current Challenges and Issues in HRM Diversity Management, Work-Life-Balance Policies, Sustainable HRM, Electronic HRM, Measuring HRM-Effectiveness
Teaching and learning methodology	Lectures, Cases, Group Discussions, Exercises, Group Assignments and Presentations
Miscellaneous	Practitioners will be invited on occasion to present practical examples for the respective topics. Cases, presentations as well as additional reading material will be provided on the course's RELAX website.
Indicative reading list	Bohlander, G. & Snell, S. (2013), Principles of Human Resource Management, 16 th Edition, Southwestern Cengage Learning. Boston Consulting Group (2010), Creating People Advantage 2010: How Companies Can Adapt Their HR Practices for Volatile Times. Dessler, G. (2015), Human Resource Management, 14 th Edition, Pearson. Mondy, R. & Martocchio, J. (2015), Human Resource Management, 14 th Edition, FT Prentice Hall. Werner, S. & Schuler, R. & Jackson, S. (2012), Human Resource Management, 11 th Edition, South-Western Cengage Learning.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.16.2. Intercultural Management



Course No/ Code	M16.2
Lecturers name; contact details see ESB-website	Prof. Dr. Julia Hormuth
Teaching language	Englisch
Credits (ECTS)	2
Total work	Total workload: 60 hours (30 hours lecture time, 30 hours self study)
Contact hours per week	2
Learning outcomes	<p>After successful completion of this course the students should have gained the following knowledge and developed the following competencies:</p> <p>Professional competencies: ability to recognize and explain culturally related behaviour and business phenomena; competence to evaluate and make recommendation on culture-oriented management decisions.</p> <p>Methodological competencies: problem solving skills (how to use theoretical intercultural concepts to solve problems in international business cases).</p> <p>Social competencies: advanced presentation and teamworking skills (cf. group discussions and group presentations); ability to perceive a multi-cultural scene as an opportunity rather than a threat or liability.</p> <p>Personal competencies: awareness of the own cultural profile, the individual strength and weaknesses in intercultural business situations.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Based on an interview with an international manager students develop a written intercultural case study report. The focus is on a precise description and critical analysis of the case as well as a differentiated presentation of cultural differences. Besides, students develop a poster which synthesizes the key elements of the case study.</p> <p>LO2.1: Students work in international teams and discuss several intercultural case studies. Students' level of intercultural competence is reinforced, especially their intercultural knowledge and understanding and their reflection of behavioural strategies.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	L04.1: Different case studies from different international business situations are developed and discussed.
Contents/ Indicative syllabus	<p>1. Basics of Intercultural Management</p> <ul style="list-style-type: none"> – Definitions of culture, different levels of culture (e.g. national, regional, corporate culture) – The role, the notion and the handling of individual stereotypes and judgements (including self-assessment exercise) – Effects of cultural differences in intercultural cooperations – Strategies for intercultural interaction (adaptation/reconciliation) – Intercultural competence / cultural intelligence, developmental model of intercultural sensitivity <p>2. Culture general approach: The model of cultural dimensions</p> <ul style="list-style-type: none"> – 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. – Advanced knowledge on the GLOBE study, the GLOBE questionnaire and GLOBE results (quantitative and qualitative) – Criticism of the model of cultural dimensions – How to best make use of the model <p>3. Culture specific approach: Values and concepts of specific cultures</p> <ul style="list-style-type: none"> – The importance of the culture specific approach – Relationship Management in China vs. Brazil – Examples of culture specific concepts (e.g. ‘guanxi’ in China, ‘jeitinho’ in Brazil, ‘Janteloven’ in Scandinavia) – The role of “stratagems” for negotiations in China <p>4. Case studies: international M&As, JVs and alliances</p> <ul style="list-style-type: none"> – The importance of intercultural issues in international M&As, joint ventures, multinational projects etc. – Case studie(s) of intercultural business settings (e.g. Daimler Chrysler) – The relevance of of corporate culture and functional cultures as subcultures of corporate culture
Teaching and learning methodology	Lectures with discussions, case studies, film extracts, research / survey results, group discussions, self-inventories / self-assessment exercises, simulations / role plays.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Indicative reading list	<p>Adler, Nancy J. (2008): International Dimensions of Organizational Behavior. 5th Edition. Stanford: Cengage Learning Services.</p> <p>Browaeys, Marie-Joëlle; Price, Roger (2011): Understanding Cross-Cultural Management. Second Edition. Essex: Pearson.</p> <p>Chhokar, J.S.; Brodbeck, F.C.; House, R.J. (Eds.) (2008): Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies. New York: Lawrence Erlbaum.</p> <p>Gesteland, Richard R. (2012): Cross-Cultural Business Behavior. 5th Edition. Copenhagen Business School Press. Universitetsforlaget.</p> <p>Luque, M.F. (2014): Strategic Leadership Across Cultures; SAGE Publications.</p> <p>Schein, Edgar H. (2010): Organizational Culture and Leadership. 4th Edition. San Francisco: Jossey-Bass.</p> <p>Steers, Richard M.; Nardon, Luciara; Sanchez-Runde, Carlos J. (2013): Management Across Cultures. Developing Global Competencies. Cambridge: University Press.</p> <p>Thomas, Alexander; Kammhuber, Stefan; Schroll-Machl, Sylvia (Ed.) (2010): Handbook of Intercultural Communication and Cooperation. Basics and Areas of Application. Göttingen: Vandenhoeck & Ruprecht.</p>
--------------------------------	---

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.17. Internship 1



Module No.	M17
Semester	4
Duration of module	1 semester
Type of module	Core
Courses included in the module	<ul style="list-style-type: none"> • Internship 1 • Internship Colloquium 1 • Practical Business Studies
How frequently is the module offered	Every semester
Admission requirements	All 60 ECTS credits of the first and second semester
Responsible professor/ Module coordinator	Prof. Dr. Marlene Ferencz office 5-110, Tel.: 07121 271 6030 marlene.ferencz@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	30
Total work load	Total workload: 900 hours Amount of independent study: 840 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	In the semester preceding the internship, four weeks prior to the exam week students will hand in their internship contract. In the semester following the internship, one week after start of the modules students will hand in their internship report as well as an employer reference. Students will have to attend the practical business studies seminar, prepare a handout and present their internship to the auditorium (pass/fail). Students upload the required documents in the corresponding Relax course.
Weighting of Grade within overall programme	not graded
Learning outcomes	After successful completion of this module the students should have developed the following competencies:

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>Professional competencies: Enable students to critically reflect class contents/methodological skills obtained during the first 3 Semesters from a practical perspective, and to apply, broaden and deepen the respective knowledge. Systematic and critical review of the internship semester in an extensive and structured report including academic reflection of one key business problem during the internship.</p> <p>Methodological competencies: Acquaint students with the international business world by involving them in real life business organisations, teams and projects.</p> <p>Social competencies: Apply and improve social, language and communication skills obtained simultaneously or before the internship.</p> <p>Personal competencies: Application of – the methodology applied in the course (report writing) trains and improves students' writing skills. Students are guided in the internship report towards a critical reflection of the internship in order to consciously perceive important experiences upon which to draw for their further professional careers. Enable students to acquire new perspectives and fields of interest for the next semesters and to support choosing their electives. Students will gain in maturity by reflecting their prior studies.</p>
--	---

4.17.1 Internship 1



Course No/ Code	M17.1
Lecturers name; contact details see ESB-website	Prof. Dr. Marlene Ferencz
Teaching language	English
Credits (ECTS)	26 ECTS
Total work	Total workload: 780 hours, internship of at least 24 weeks Amount of independent study: 780 hours
Contact hours per week	none – but internship supervision
Learning outcomes	<p>After successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: depending on function /area/ industry</p> <p>Methodological competencies: Acquaint students with the international business world by involving them in real life business organisations, teams and projects</p> <p>Social competencies: Apply and improve social, language and communication skills obtained simultaneously or before the internship</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	Personal competencies: students will gain in maturity
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>All learning goals are reinforced during internship 1.</p> <p>LO2.1: They work in international oriented companies where they have to cope with mixed teams, with their supervisors and different clients.</p> <p>LO4.1 The primary goal of the practical semester is to impart basic knowledge of the business processes and working environments in organizations. During the internship, students should familiarize themselves with the business world, apply and deepen the theoretical knowledge acquired during their studies.</p>
Contents/ Indicative syllabus	<p>Knowledge of work procedures in a business environment; independent execution of typical business tasks.</p> <p>Contents vary depending on the organisation providing the internship.</p>
Teaching and learning methodology	<p>Support / guidance by the internship company's direct supervisor / team.</p> <p>Continuous support & feedback by faculty members.</p>
Miscellaneous	None
Indicative reading list	Upon request, students will receive literature references during for the particular industry of the internship from their supervisor.

4.17.2. Internship Colloquium

Course No/ Code	M17.2
Lecturers name; contact details see ESB-website	Prof. Dr. Marlene Ferencz
Teaching language	English
Credits (ECTS)	2 ECTS
Total work	Total workload: 60 hours Amount of independent study: 30 hours Contact hours: 30
Contact hours per week	2 SWS



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning outcomes	<p>After successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: n/a.</p> <p>Methodological competencies: n/a.</p> <p>Social competencies: n/a.</p> <p>Personal competencies: students are guided in the internship report towards a critical reflection of the internship in order to consciously perceive important experiences upon which to draw for their further professional careers.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>All learning goals are reinforced during internship colloquium. They get prepared and guided to</p> <p>LO2.1.: supervisor provides guidance in intercultural challenges upon request.</p> <p>LO 3.1.: supervisor provides guidance in ethical challenges upon request.</p> <p>LO 4.1: Students are guided how to apply and deepen the theoretical knowledge acquired during their studies.</p>
Contents/ Indicative syllabus	<p>Knowledge of work procedures in a business environment; independent execution of typical business tasks.</p> <p>Contents vary depending on the organisation providing the internship.</p>
Teaching and learning methodology	<p>Continuous support & feedback by the responsible internship officer in guiding the students through the internship and process of reporting.</p>
Miscellaneous	<p>None</p>
Indicative reading list	<p>Upon request, students will receive literature references during for the particular industry of the internship from their supervisor.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.17.3. Practical Business Studies

Course No/ Code	M15.3
Lecturers name; contact details see ESB-website	Prof. Dr. Marlene Ferencz Prof. Dr. Hermann Laßleben
Teaching language	English
Credits (ECTS)	2 ECTS
Total work	Total workload: 60 hours Amount of independent study: 30 hours Contact hours: 30
Contact hours per week	2 SWS
Learning outcomes	<p>After successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: to reflect on and exchange the experiences made during their internship semester. Students are guided to critically reflect <i>their individual internship</i> in order to become aware of the experiences made and their importance for the future career.</p> <p>Methodological competencies: systematic and critical review of the internship semester in an extensive and structured report including academic reflection of one key business problem during the internship.</p> <p>Social competencies: apply and improve social, language and communication skills obtained simultaneously or before the internship</p> <p>Personal competencies: through the presentations of the other students they get an idea of the range of possible fields of activity and an overview of different industry sectors, companies, functions and career options. Application of – the methodology applied in the course (report writing) trains and improves students' writing skills.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>All learning goals are reinforced during the Practical Business Studies course.</p> <p>LO1.1: Students prepare a presentation and give a talk reflecting on their experience gained during the internship semester in English language.</p> <p>LO2.1: Students present in front of an international audience and reflect on intercultural experiences gained during their internship.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>LO3.1 They are requested to overthink critically the ethical aspects of their employees and to share their thoughts with the audience.</p> <p>LO 4.1: Students are required to report on the application of their theoretical knowledge, acquired during their studies.</p>
Contents/ Indicative syllabus	<p>Students create and hold a presentation on their individual internship. The presentation considers the following aspects:</p> <ol style="list-style-type: none"> 1. internship company (country, industry sector, group, location) 2. functional area (structure, tasks, responsibilities) 3. tasks during the internship 4. special incidents 5. lessons learned (professional, social, methodological, personal competence) 6. career planning 7. advice to other students
Teaching and learning methodo- logy	<p>Students' presentations and discussions</p>
Miscellaneous	<p>None</p>
Indicative reading list	<p>None</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.18. Business Ethics and Interdisciplinary Studies



Module No.	M18
Semester	5
Duration of module	1 semester, 2 hours weekly each course (complete module: 4 h weekly)
Type of module	Obligatory
Courses included in the module	1. Interdisciplinary studies: students may choose academic seminars or courses fulfilling the requirements and of a 2h weekly seminar or similar 2. Applied Business Ethics
How frequently is the module offered	Each Semester
Admission requirements	None
Responsible professor/ Module coordinator	Prof. Dr. Bernd Banke office 5-111, Tel.: 07121 271 6013 Bernd.Banke@reutlingen-university.de
Lecturers name	See course descriptions
Teaching language	English
Credits (ECTS)	6 ECTS
Total work load	180 h, (60 h Seminar, 120 h Self-Study)
Contact hours per week	4
Examination/ Type of assessment	- 1 paper, 1 presentation and participation in studium generale (not graded, pass/fail). All individual parts have to be passed. - 1 hour written exam (pass/fail)
Weighting of Grade within overall programme	-
Learning outcomes	After the successful completion of this module, students should have developed: Professional competencies: Strong general knowledge to enable students for a decision making in a complex, global and highly interactive (business) world. Methodological competencies:

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> • Getting insight into other sciences and fields of research • Learning to understand other ways of research and thinking Social competencies: Improvement of communication skills by: <ul style="list-style-type: none"> • getting in contact with other structures of scientific work • learning to look at and understand phenomena from a different point of view • learning how to communicate statements to people with different academic and social background Personal competencies: Strengthening of self-consciousness by having the capabilities to understand other approaches and argumentations.
--	---

4.18.1 Interdisciplinary Studies



Course No/ Code	M18.1
Lecturers name; contact details see ESB-website	Prof. Dr. Herzog
Teaching language	English
Credits (ECTS)	3
Total work	90 h, (30 h seminar, 60 h self-study and preparation of papers)
Contact hours per week	2
Examination/ Type of assessment	Group Research paper (not graded, pass/no pass).
Learning outcomes	<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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: Discussion and research in international student research groups in English language. LO 4.1: Research paper with problem-solving task.
Contents/ Indicative syllabus	Various contents presented in a classic „studium generale“
Teaching and learning methodology	Numerous presentations of different scientists and / or authors
Indicative reading list	Will be supplied at the beginning of each semester, depending on the chosen subjects.

4.18.2. Applied Business Ethics

Course No/ Code	M18.2
Lecturers name; contact details see ESB-website	Prof. Dr. Bernd Banke
Teaching language	English
Credits (ECTS)	3
Total work	90 h, (30 h Seminar, 60 h Self-Study and preparation of papers)
Contact hours per week	2
Examination/ Type of assessment	Preparation and presentation of two papers done in group work (not graded, pass/no pass) One hour written exam (not graded, pass/no pass).
Learning outcomes	After the successful completion of this module, students should have developed: 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. 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: a) Analysis of the situation given (by applying the theory of social systems and / or other analytic approaches) b) Definition of the ethical problem

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>c) Analysis of the (ethical and economic) arguments d) Evaluation and decision 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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Discussion and case studies in international student groups in English language.</p> <p>LO3.1: Assessment embedded. In this course, students are developing an awareness of ethical impacts, to acquire the ability of analysing ethical impacts and finally they will develop techniques to find a solution to an ethical challenge in a global context.</p> <p>LO4.1: Students will learn to identify ethical problems in business cases; they will know how to choose the correct theory/approach to tackle a specific challenge. Students will know about positive and negative consequences of their decision.</p>
Contents/ Indicative syllabus	<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
Teaching and learning methodology	<p>An integrated system of lectures and practical sessions in the form of case discussions on the problems of ethics and social competence in international business. Cases of particular importance will be distributed and students will be requested to present those in class.</p>
Indicative reading list	<p>Crane, Matten, Business Ethics, Oxford (2010) Velasquez, Business Ethics, Prentice Hall (2011)</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	Christoph Luetge (Editor), (E-book available at the Library) Handbook of the Philosophical Foundations of Business Ethics, 2012
--	---

4.19. – 4.23. Majors



(see under elective modules)

4.24. International Studies

Module No.	M24
Semester	6 (or 7 if student realizes an additional Master's degree at a partner university)
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	International Studies International Studies Colloquium
How frequently is the module offered	Every semester
Admission requirements	Internal application for international study semester at Reutlingen university, application at partner university, further requirements depend on the partner university (e.g. TOEFL). Students will hand in their learning agreement to the IB international coordinator two weeks after the start of the studies at the partner university. As soon as students receive their transcripts of records they will hand it in to the IB international coordinator.
Responsible professor/ Module coordinator	Prof. Dr. Julia Hormuth Building 5, Room 124, Tel.: 07121 271 3075 julia.hormuth@reutlingen-university.de Prof. Dr. Hermann Lassleben Building. 5, Room 110, Tel.: 07121 271 6019 hermann.lassleben@reutlingen-university.de
Lecturers name	Depending on the partner university / courses chosen.
Teaching language	English or other language depending on partner university.
Credits (ECTS)	30

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Total work load	Total workload: 900 hours – full time equivalent at partner university (amount of contact hours / self study depends on the partner university / courses chosen)
Contact hours per week	Depending on the partner university / courses chosen.
Examination/ Type of assessment	Depending on the partner university / courses chosen.
Weighting of Grade within overall programme	30/150
Learning outcomes	<p>After successful completion of this course the students have developed the following competencies:</p> <p>Professional competencies: advanced knowledge in the various fields of international business (depending on courses chosen); understanding of different university systems.</p> <p>Methodological competencies: advanced methodological competencies in the various fields of international business (depending on courses chosen).</p> <p>Social competencies: advanced communication skills in the language of the host country; advanced intercultural communication skills.</p> <p>Personal competencies: development of personality and personal profile through studying abroad; reflection and learning from own international experiences.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



4.24.1. International Studies

Course No/ Code	M24.1
Lecturers name; contact details see ESB-website	Depending on the partner university / courses chosen.
Teaching language	English and/or Spanish and/or French
Credits (ECTS)	28
Total work	Total workload: 840 hours (amount of contact hours / self study depends on the partner university / courses chosen)
Contact hours per week	Depending on the partner university / courses chosen.
Learning outcomes	Depending on the partner university / courses chosen.
Course-specific contribution to AoL learning objectives (LO 1-4)	Depending on the partner university / courses chosen.
Contents/ Indicative syllabus	Depending on the partner university / courses chosen.
Teaching and learning methodology	Depending on the partner university / courses chosen.
Indicative reading list	Depending on the partner university / courses chosen.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.24.2. International Studies Colloquium

Course No/ Code	M24.2
Lecturers name; contact details see ESB-website	Prof. Dr. Julia Hormuth / Prof. Dr. Hermann Lassleben
Teaching language	English
Credits (ECTS)	2
Total work	Total workload: 60 hours (30 contact hours, 30 hours of self study)
Contact hours per week	2 hours per week
Learning outcomes	<p>After successful completion of this course the students have developed the following competencies:</p> <p>Professional competencies: understanding of different university systems and learning styles, especially one university system outside of Germany.</p> <p>Methodological competencies: competence to prepare and manage a study semester abroad strategically.</p> <p>Social competencies: skills in communicating internationally and transferring experiences.</p> <p>Personal competencies: reflection of own goals for the study semester abroad and of own international experiences; learn from other students' experiences.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students prepare documents of PU's, interact with exchange coordinators of PU's, thus apply language competencies in "real-world" situations; they report on their experiences abroad to university staff, professors and peer/junior students (e.g. written report, skype presentation).</p> <p>LO2.1: Students discuss about their intercultural experiences, including the different university systems, teaching & learning styles, and more.</p>
Contents/ Indicative syllabus	<ul style="list-style-type: none"> • Definition of students' goals for the international study semester; • information on different options for the international study semester (individual research by students, info sessions, skype conferences etc.); • discussion of students' experiences and problems during their international study semester;



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> • transfer of experiences to junior students (international study semester reports, skype conferences, update of partner university handbook/guidelines); • transfer of experiences to local students (presentation of ESB Business School/IB program at partner university); • content and focus of specific business courses abroad; • different university systems, course concepts and learning styles.
Teaching and learning methodology	Colloquium, continuous support by the IB International Relations Officers, individual coaching.
Indicative reading list	Will be discussed during the course.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.25. Internship 2

Module No.	M25
Semester	6 or 7
Duration of module	1 semester
Type of module	Core
Courses included in the module	Internship 2 Internship Colloquium 2 Practical Intercultural Studies
How frequently is the module offered	Every semester
Admission requirements	n/a
Responsible professor/ Module coordinator	Prof. Dr. Marlene Ferencz office 5-110 Tel.: 07121 271 6030 Marlene.Ferencz@Reutlingen-University.DE
Lecturers name (contact details see ESB-website)	Coordinators: <ul style="list-style-type: none"> Prof. Dr. Marlene Ferencz Prof. Dr. Julia Hormuth Other involved parties: <ul style="list-style-type: none"> Internship company Individual advisor of bachelor thesis
Teaching language	English
Credits (ECTS)	18
Total work load	Total workload: 540 hours Amount of independent study: 480 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	<p>In the semester prior to the internship students will hand in their internship contract. After their internship students will hand in an employer reference (not graded, pass/fail). Please also refer to the most current implementation provisions.</p> <p>Students will upload all required documents in the corresponding Relax course.</p> <p>Intercultural project, documentation of intercultural experiences/ intercultural diary.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Weighting of Grade within overall programme	not graded
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p>Professional competencies: enable students to obtain advanced practical experience in industries / companies / functions of their interest in an international business context; prepare the students for the later start in their business career</p> <p>Methodological competencies: enable students to critically reflect class contents obtained during the first 5 or 6 semesters from a practical perspective; apply, broaden and deepen the respective knowledge</p> <p>Social competencies: apply and improve social skills obtained simultaneously or before the internship; improve the ability to work individually and in teams under time pressure</p> <p>Personal competencies: apply and improve language and communication skills obtained simultaneously or before the internship; discuss business topics responsibly on an expert level</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.25.1. Internship 2

Course No/ Code	M25.1
Lecturers name; contact details see ESB-website	Prof. Dr. Marlene Ferencz Internship company, individual supervisor of bachelor thesis
Teaching language	English
Credits (ECTS)	14 ECTS
Total work	Total workload: 420 hours Amount of independent study: 420 hours Contact hours: -
Contact hours per week	At least 12 weeks internship
Learning outcomes	<p>After the successful completion of the module the students should have developed the following competencies:</p> <p>Professional competencies: enable students to obtain advanced practical experience in industries / companies / functions of their interest in an international business context; prepare the students for the later start in their business career</p> <p>Methodological competencies: enable students to critically reflect class contents obtained during the first 5 or 6 semesters from a practical perspective; apply, broaden and deepen the respective knowledge</p> <p>Social competencies: apply and improve social skills obtained simultaneously or before the internship; improve the ability to work individually and in teams under time pressure</p> <p>Personal competencies: apply and improve language and communication skills obtained simultaneously or before the internship; discuss business topics responsibly on an expert level</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>All learning goals are reinforced during internship 2.</p> <p>LO2.1: They work in international oriented companies where they have to cope with mixed teams, with their supervisors and different clients.</p> <p>LO4.1: The primary goal of the practical semester is to impart basic knowledge of the business processes and working environments in organizations. During the internship, students should familiarize themselves with the business world, apply and deepen the theoretical knowledge acquired during their studies.</p>
Contents/ Indicative syllabus	Knowledge of work procedures in a business environment; independent execution of typical business tasks.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Contents vary depending on the organisation providing the internship. Please also refer to the most current implementation provisions.
Teaching and learning methodology	Feedback through the online Relax course internship 2. Support / guidance by the internship company's direct supervisor / team. Continuous support & feedback by faculty members.
Miscellaneous	Depending on internship
Indicative reading list	Depending on internship

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.25.2. Internship Colloquium 2



Course No/ Code	M25.2 Internship Colloquium 2
Lecturers name; contact details see ESB-website	Individual supervisor of bachelor thesis
Teaching language	English
Credits (ECTS)	2 ECTS
Total work	Total workload: 60 hours Amount of independent study: 30 hours Contact hours: 30
Contact hours per week	2 SWS
Examination/ Type of assessment	In the semester prior to the internship students will hand in their internship contract. Right after their internship students will hand in an employer reference (not graded, pass/fail). Please also refer to the most current implementation provisions.
Weighting of Grade within overall programme	n/a
Learning outcomes	Learning outcomes see description of course Internship 2 (M25.1).
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>All learning goals are reinforced during internship colloquium. They get prepared and guided to</p> <p>LO2.1.: supervisor provides guidance in intercultural challenges upon request.</p> <p>LO3.1.: supervisor provides guidance in ethical challenges upon request.</p> <p>LO4.1: Students are guided how to apply and deepen the theoretical knowledge acquired during their studies.</p>
Contents/ Indicative syllabus	<p>The colloquium accompanies the Internship 2 (M25.1). Knowledge of work procedures in a business environment; independent execution of typical business tasks.</p> <p>Contents vary depending on the organisation providing the internship.</p>
Teaching and learning methodology	<p>Feedback through the online Relax course Internship 2.</p> <p>Continuous support by the individual advisor of the bachelor thesis</p> <p>Support / guidance by the internship company's direct supervisor /</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	team. Continuous support & feedback by faculty members.
Miscellaneous	Depending on internship
Indicative reading list	Depending on internship

4.25.3. Practical Intercultural Studies

Course No/ Code	M25.3
Lecturers name; contact details see ESB-website	Prof. Dr. Julia Hormuth
Teaching language	English
Credits (ECTS)	2
Total work	Total workload: 60 hours (project work intensively coached by the lecturer, self study, e-learning)
Contact hours per week	2 hours per week
Learning outcomes	<p>After the successful completion of this course the students should have developed the following competencies:</p> <p>Professional competencies: deep understanding of challenging situations in <i>intercultural management and communication practice</i>.</p> <p>Methodological competencies: competence to plan, structure and realize a project work independently, competence to develop a film script and realize a film project.</p> <p>Social competencies: advanced competence to deal with intercultural situations in different contexts (e.g. lectures, group works, presentations, negotiations, projects).</p> <p>Personal competencies: deep reflection of own intercultural experiences (made during students' international study semester(s) and/or their internship abroad).</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: Students realize interviews with local professionals during their studies or internship abroad, they develop a film script as well as a film in which they present culture specific content and intercultural experiences in a foreign culture.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	LO2.1: Assessment embedded (IES Test). Students create individual diary reports and intercultural videos about their experiences abroad. Hereby, their knowledge and understanding of the host culture, their level of self-reflection and reflection of the host culture as well as their understanding of interculturally competent behaviours are assessed.
Contents/ Indicative syllabus	<p>This course is a continuation of ‘Intercultural Management’(M16.2) and focuses on the application of the knowledge and skills acquired during the latter course on an intercultural project. Additionally, students shall systematically reflect and learn from their own and other students’ intercultural experiences gained during their international study semester(s) and/or their internship abroad.</p> <ol style="list-style-type: none"> Intercultural project: Students work on an intercultural project – individually or in groups. The kind of project may vary from semester to semester. During the current semester the project will consist in the realization of an intercultural film project on students’ intercultural study and/or internship experience. During the realization of the projects students are supported and coached by the lecturer. The results of the projects are presented virtually to the whole group. Intercultural diary/blog: During their (first) international study semester or their international internship semester, students keep an individual diary about their intercultural experiences abroad. Summaries of the diary are posted and discussed on a discussion platform in RELAX. Students hereby reflect their own international experiences and learn from the other students’s experiences.
Teaching and learning methodology	E-learning sessions, electronic diary, project work with individual coaching, video recording, virtual presentations.
Indicative reading list	<p>Gesteland, Richard R. (2001): Cross-Cultural Business Behavior. A Guide for Global Management. 5th Edition. Copenhagen: Copenhagen Business School Press.</p> <p>Further literature depends on the projects and will be announced in class.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.26. Bachelor Thesis



Module No.	M20
Semester	7
Duration of module	One semester
Type of module	compulsory
Courses included in the module	n/a
How frequently is the module offered	Every semester
Admission requirements	Successful completion of 150 ECTS in Semester 1-5
Responsible professor/ Module coordinator	Anna Goeddeke, office 5-112, Anna.Goeddeke@reutlingen-university.de
Lecturers name (contact details see ESB-website)	All professors of the IB program
Teaching language	Language of thesis is English or other language to be defined by supervisor.
Credits (ECTS)	12
Total work load	Total workload: 360 hours Amount of independent study: 360 hours
Contact hours per week	n/a
Examination/ Type of assessment	<p>Submit (at the Studienservice Center) two tightly-bound hard copies (no binding spines) as well as a Word and a pdf document on a data storage medium (e.g. CD-ROM or USB drive in a pocket that is attached to the inside back part of the thesis).</p> <p>The bachelor's thesis should consist of not more than 7,000 words (main body) and should generally follow the structure of a research paper. A thesis may deviate from this in agreement with the first supervisor.</p> <p>For further details, please refer to the most recent Implementation Provisions.</p>
Weighting of Grade within overall programme	12/150
Learning outcomes	<p>The bachelor thesis provides students with the opportunity – by working in depth within a limited subject area –to independently show and demonstrate their ability to</p> <ul style="list-style-type: none"> • formulate a business-related research topic;

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<ul style="list-style-type: none"> • select and review relevant literature; • conduct analyses; • make critical evaluations; • advance state-of-the-art research; • contribute to the discussion in the international business and research community; and • present and discuss hypotheses in a well-structured, clear and comprehensive way. <p>Professional competencies</p> <p>With the bachelor thesis students should be able to further develop and show their ability to</p> <ul style="list-style-type: none"> • state a relevant research question in the management area • develop specific aims and objective; • familiarize themselves with a complex topic, narrow it down, critically review, and develop it further; • undertake a comprehensive literature review; • make appropriate choices of applying theory and methodologies to approach the research question; • collect – if applicable – data in a systematic and methodologically reliable manner; and • show ability within their field of study to conduct assessments with reference to scientific and practical aspects. <p>Methodological competencies</p> <p>Methodological competencies students should acquire and show are, in particular, to</p> <ul style="list-style-type: none"> • understand the most important concepts and techniques in business research methodology; • select theories, methodologies and source material that are appropriate for approaching the topic; • argue in favor of and account for the solution proposals of the thesis; • challenge and advance relevant research literature; and • present a complex topic in well-structured, clear and correct language within the given restrictions. <p>Social –and communicating- competencies</p> <p>The following social competencies will be developed further by undertaking research and writing a bachelor thesis:</p> <ul style="list-style-type: none"> • understanding how research results are to be reported in writing to suit the needs of the target audience; • improving the capability to actively contribute to the scientific community;
--	--

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> • being capable of evaluating when and how support from the supervisor is needed; and • being capable of indicating implications of research for business practice. <p>Personal competences that will be strengthened:</p> <ul style="list-style-type: none"> • managing time and workload; • being able to work effectively and efficiently; • dealing with a certain subject repeatedly and over a longer period of time; • showing the ability to identify own need of further knowledge and develop own skills; • ability to independently identify and analyze relevant problems and thereby developing autonomy as a researcher; • being capable of critically evaluating the own research process and directing this process based on this evaluation.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The thesis has to be written in English, especially focusing on a scientific language and thus reinforces this learning goal.</p> <p>LO2.1: Throughout the process of finding a research topic as well as while conducting the research, each student can demonstrate an awareness and understanding of cultural issues in a business context. This is dependent on the topic.</p> <p>LO3.1: The understanding of ethical principles and social responsibility perspectives is discussed within the thesis, if applicable.</p> <p>LO4.1: The basic idea of the thesis is to impel the students to select and apply appropriate research methods to solve business problems on their own. This will be supported by detailed feedback by the supervisor. Ideally, the thesis is done together with a company working on a real world project. The adviser supports this project. The thesis is also subject to 'assurance of learning' processes.</p>
Contents/ Indicative syllabus	Depending on the topic chosen
Teaching and learning methodology	<p>Close supervision of the students' work by the supervisors: Prior to the official filing student and supervisor agree on topic, research questions, table of content, and project timetable. The thesis might be conducted in cooperation with an external organisation.</p> <p>In the course of the project, student and advisor will discuss progress on a continuous basis. Every student must have at least 1 mandatory consultation with the supervisor during the period. This consultation</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>will in particular include feedback on the selection of the methodology and its technically correct application.</p> <p>Formal deadlines are set to hand in the final version of the table of content as well as a draft version.</p>
Indicative reading list	<p>For the start basic literature covering business research methodology, e.g.</p> <ul style="list-style-type: none"> • Cooper, D. & Schindler, P. (2014), Business Research Methods, 12th Edition, McGraw-Hill Irwin • Saunders, M. & Lewis, P. & Thornhill, A. (2016), Research Methods for Business Students, 7th edition, FT Prentice Hall • Jankowicz, A. (2005), Business Research Projects, 4th Edition, Thomson • Quinlan, C., Babin, B., Carr, J., Griffin, M. & Zikmund, W. (2015), Business Research Methods. Cengage. <p>is recommended. Thesis advisors will provide guidance to students towards the literature review requirement for the specific topic of the individual thesis.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Elective Modules

4.4a Business Law (German)

Module No.	M4
Semester	1
Duration of module	1 semester
Type of module	Obligatory
Courses included in the module	M4.a Business Law (German) M4.b Business Law (English)
How frequently is the module offered	Each semester
Admission requirements	None
Responsible professor/ Module coordinator	Prof. Dr. Bernd Banke
Lecturers name	RA Thomas Kahl
Teaching language	German
Credits (ECTS)	5
Total work load	150 h (60h seminar 90 h self study).
Contact hours per week	4
Examination/ Type of assessment	One written exam (2h)
Weighting of Grade within overall programme	5/150
Learning outcomes	<p>After the successful completion of the module, the students should have acquired the following competencies:</p> <p>Professional Competencies:</p> <ul style="list-style-type: none"> • identify legal problems in German business environment • acquire a basic knowledge of legal institutions and methods <p>Methodological Competencies:</p> <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 <p>Social competencies:</p> <ul style="list-style-type: none"> • be open for the proposals of potential contract partners and react on them appropriately



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> improve interdisciplinary team working skills
Contents/ Indicative syllabus	<p>The lecture Business Law German gives the students a deepened Knowledge of the principles of the German civil law system as well as an overview on international mercantile and business law. Conflict of laws, CISG and INCOTERMS. The lectures are combined with case studies reviewing legal perspectives of international business activities.</p> <p><u>Part 1: German Civil Law system</u></p> <p>Structure of German Civil Code and Code of Commerce</p> <p><u>Part 2: Case Studies: Conflict Solving in the German Civil Law System</u></p> <p>Principles of German Civil Code and their Application on Every-day-life Cases</p> <p><u>Part 3: European Conflict of Laws</u></p> <p><u>Part 4: CISG</u></p> <p>CISG as source of international unified law Content of CISG Legal traditions behind the CISG</p>
Teaching and learning methodology	Classic seminaristic style of teaching, including various case studies.
Miscellaneous	None
Indicative reading list	Will be announced at the beginning of each semester



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.4b Business Law (English)

Module No.	M4
Semester	1
Duration of module	1 semester
Type of module	Obligatory
Courses included in the module	M4.a Business Law (German) M4.b Business Law (English)
How frequently is the module offered	Each semester
Admission requirements	None
Responsible professor/ Module coordinator	Prof. Dr. Bernd Banke
Lecturers name (contact details see ESB-website)	Prof. Dr. Bernd Banke
Teaching language	English
Credits (ECTS)	5
Total work load	150 h (60h seminar 90 h self study).
Contact hours per week	4
Examination/ Type of assessment	One written exam (2h)
Weighting of Grade within overall programme	5/150
Learning outcomes	<p>After the successful completion of the module, the students should have acquired the following competencies:</p> <p>Professional Competencies:</p> <ul style="list-style-type: none"> • identify legal problems • acquire a basic knowledge of legal institutions and methods <p>Methodological Competencies:</p> <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 <p>Social competencies:</p> <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

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Course-specific contribution to AoL learning objectives (LO 1-4)	<p>Students learn to identify legal problems Students learn the technique of legal problem solving</p> <p>Alternative methods of conflict solving are introduced and evaluated. Students will be aware of the ethical implications each business law case has.</p>
Contents/ Indicative syllabus	<p>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.</p> <p><u>Part 1: Civil Law and Common Law</u></p> <p>Structure of German Civil Code as an example for a civil law system: A comparative view.</p> <p>History of English Law and Legal Method</p> <p><u>Part 2: Case Studies: Conflict Solving in Civil Law Systems</u></p> <p>Principles of German Civil Code and their Application on Every-day-life Cases</p> <p><u>Part 3: European Conflict of Laws</u></p> <p>ROME I and ROME II Regulations</p> <p><u>Part 4: European Civil Procedure</u></p> <p>European Rules governing Civil Procedure in Cross Border Transactions</p> <p><u>Part 5: CISG</u></p> <p>CISG as source of international unified law Content of CISG Legal traditions behind the CISG</p>
Teaching and learning methodology	<p>Classic seminaristic style of teaching, including various case studies.</p>
Miscellaneous	<p>None</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Indicative reading list	http://www.cisg.law.pace.edu/cisg/guides.html
--------------------------------	---

4.7. Business Language II



Module No.	M7
Semester	1 & 2
Duration of module	2 Semester
Type of module	Compulsory
Courses included in the module	M7.a Business French M7.b Business Spanish M7.c Business Chinese M7.d Business German
How frequently is the module offered	Every semester
Admission requirements	Language placement test
Responsible professor/ Module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, room 116, Tel.: 07121 271 0 yoany.beldarrain@reutlingen-university.de
Lecturers name (contact details see ESB-website)	Depends on the language and the level. <ul style="list-style-type: none"> For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis Leins-Figueroa, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus. For Business French: Sylvie Bérout, Anne Le Hir, Anne-Marie Labbé, Jocelyn Launay For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Swejn, Martin Böhler For Business Chinese: Cui Xinchao, Hui Mo-Meier
Teaching language	Spanish, French, Chinese or German
Credits (ECTS)	6
Total work load	Total work load: 180 hours (120 hours lecture time, 60 hours self study)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contact hours per week	8 hours per week
Examination/ Type of assessment	<p>For Business Spanish, French, Chinese and German:</p> <p>Semester 1 and Semester 2 are each worth 50% of the entire module. Assessment for each semester (language course level) consists of multiple continuous assessments (CA). The weight of each CA per semester (language level) is as follows:</p> <ul style="list-style-type: none"> - 2 hour written exam at end of the semester (50%); - written assignment (20%), oral assignment (20%; - active participation and attendance (10%). <p>All continuing assessments are determined at the language course level.</p>
Weighting of Grade within overall programme	6/150
Learning outcomes	<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 the 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 and discuss different business topics using the target language. <p>Social competence:</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<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 competencies. <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.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: In levels A1-B1 students learn the language in context by discussing current events in the target language. For example, A2 German: students write a simple letter to the local refugee office to offer tutoring. The difficulty level matches their competency level.</p> <p>LO2.1: Students discuss the topics and reflect on different cultural perspectives visually (e.g. Venn Diagrams) with level-appropriate vocabulary. Students collaborate in international teams.</p>
Contents/ Indicative syllabus	Depends on the course level. For more details please refer to the ESB language module book.
Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles and short conversations.
Miscellaneous	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 English and Business German courses are offered within the study programme.
Indicative reading list	<p>For Business Spanish:</p> <ul style="list-style-type: none"> -Meta Profesional A1-A2 Spanisch für den Beruf (2015)/Klett -Meta Profesional B1 Spanisch für den Beruf (2015)/ Klett -Martínez, Lola; Sabater, Maria Lluïsa (2008): Colegas2. Berufsorientierter Spanischkurs. Barcelona: Difusión / Klett Verlag (for some level A2 and B1). -Additional literature will be announced in class (depends on the course level). <p>For Business French:</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	To be announced in class (depends on the course level). <u>For Business German:</u> To be announced in class (depends on the course level) <u>For Business Chinese:</u> To be announced in class (depends on the course level).
--	---

4.15. Advanced Business Language II



Module No.	M15
Semester	3
Duration of module	1 Semester
Type of module	Compulsory
Courses included in the module	M15.a Business French M15.b Business Spanish M15.c Business Chinese M15.d Business German
How frequently is the module offered	Every semester
Admission requirements	Completion of Module 7
Responsible professor/ Module coordinator	Prof. Yoany Beldarrain (Ph.D) Building 5, room 116, Tel.: 07121 271 0 yoany.beldarrain@reutlingen-university.de
Lecturers name (contact details see ESB-website)	Depends on the language and the level. <ul style="list-style-type: none"> For Business Spanish: Yolanda Guevara, Esteban Caballero, Francis Leins-Figueroa, Maria Engracia Lopez Sanchez, Pilar Vega, Lilliam Rojas-Klaus. For Business French: Sylvie Bérout, Anne Le Hir, Anne-Marie Labbé, Jocelyn Launay For Business German: Dr. Karen Diehl, Josefine Kohle-Hempel, Susanne Lindner, Gabriele Swejn, Martin Böhler For Business Chinese: Cui Xinchao, Hui Mo-Meier
Teaching language	Spanish, French, Chinese or German
Credits (ECTS)	4
Total work load	Total workload: 120 hours (60 hours lecture time, 60 hours self study)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contact hours per week	4 hours per week
Examination/ Type of assessment	For Business German, Spanish, French and Chinese: Continuous assessments (CA) consisting of a 2 hour written exam at end of the semester (50%); written assignment (20%), oral assignment (20%), active participation and attendance (10%). All continuing assessments are determined at the language course level.
Weighting of Grade within overall programme	4/150
Learning outcomes	<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 at the A1-B1 level. Over the course of three semesters, students complete three consecutive levels of one language. Students must demonstrate the 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> <p>Students will analyze and discuss different topics related to business communication.</p> <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.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> Students will improve their intercultural awareness and intercultural communication competencies. Personal competence: <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, Chinese or German-speaking countries. Students will become aware of current economic developments and problems in Spanish, French, Chinese or German-speaking countries.
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: In levels B2-C1 students use the target language to analyse and propose solutions to business/economic problems in countries where the target language is spoken. For example, C1 Spanish: students propose solutions to end poverty in Latin America. They write a formal proposal and speak in a class “forum.”</p> <p>LO2.1: Using level-appropriate vocabulary, students reflect on their personal perspectives to the proposed solutions, comparing and contrasting the different cultural elements that might influence those personal perspectives. Students collaborate in international teams.</p>
Contents/ Indicative syllabus	Depends on the course level. For more details please refer to the ESB language module book.
Teaching and learning methodology	All teaching is by native speakers and based on short presentations, interactive activities, role-plays, written assignments, discussions, articles and short conversations.
Miscellaneous	The Business Spanish and Business French and Business Chinese courses are offered ESB-wide and therefore reflect the ESB-wide module and course descriptions. The Business English and Business German courses are offered within the study programme.
Indicative reading list	<p><u>For Business Spanish:</u></p> <ul style="list-style-type: none"> -Meta Profesional A1-A2 Spanisch für den Beruf (2015)/Klett -Meta Profesional B1 Spanisch für den Beruf (2015)/ Klett -Martínez, Lola; Sabater, Maria Lluisa (2008): Colegas2. Berufsortientierter Spanischkurs. Barcelona: Difusión / Klett Verlag (for some level A2 and B1). -Additional literature will be announced in class (depends on the course level). <p><u>For Business French:</u></p> <p>To be announced in class (depends on the course level).</p> <p><u>For Business German:</u></p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	To be announced in class (depends on the course level) <u>For Business Chinese:</u> To be announced in class (depends on the course level).
--	--

4.19. – 4.23. Majors



A) Marketing & Strategy

Modules	M19a – M23a
Courses included in the elective	Sales Management (19.a) Marketing Communication (20.a) Business Simulation (21.a) Strategic Management (22.a) International Seminar on Marketing and Strategy (23.a)
Responsible professor/ elective coordinator	Prof. Dr. Florian Kapmeier office 5-111, Tel.: 07121 271 3104 Florian.Kapmeier@Reutlingen-University.DE
Lecturers name (contact details see ESB-website)	Prof. Dr. Marco Schmäh (19.a) Prof. Dr. Stefan Busch (20.a.) Prof. Dr. Florian Kapmeier (21.a) Prof. Dr. Martin Mocker (22.a) Visiting professor (23.a)
Learning outcomes	After the successful completion of the major in marketing & strategy the students should have developed the following competencies: Professional competencies: the capability to handle an international marketing & strategy-related topic independently Methodological competencies: the capability to get acquainted with a complex topic, to structure associate it with the international business context, to narrow it down, to conduct a critical evaluation and to enhance it Social competencies: the capability to work individually and in teams and to depict a complex topic in a formally correct and adequate manner within strict limits concerning volume and time Personal competencies: the capability to pro-actively contribute to the discussion in the international marketing & strategy community



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.19.a Sales Management

Module No.	M19.a
Lecturers name; contact details see ESB-website	Prof. Dr. Marco Schmäh
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours Amount of independent study: 90 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	Continuous assessment: case study, presentations, individual assignments and class participation (details will vary from semester to semester)
Weighting of Grade within overall programme	5/150
Learning outcomes	<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 personell selling</p> <p>Methodological competencies: fostering analytical and decision-making skills of the students by using theoretical concepts 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>
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: The course will be taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms and abbreviations used in practice and academia in the field of sales management in English. In particular, students will be able to discuss sales management problems, to present solutions and to participate in negotiations.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>LO3.1: The course makes isolated references to ethical aspects. Contents will refer to cases of specific situations and behavior in negotiations. In particular, students will discuss the role of buying centers and customer relationship management with this regard.</p> <p>LO 4.1: Students will learn about sales management responsibilities and skills to select and apply appropriate methods of problem solving. Through a rigorous management approach, students will acquire the ability to apply theoretical concepts to specific practical situations. In particular, students prepare sales management cases and solve the issues presented.</p>
Contents/ Indicative syllabus	<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
Teaching and learning methodology	Lectures (seminar character), guest lecture, role plays, case studies
Miscellaneous	none
Indicative reading list	<p>References and access to supplemental readings, videos, cases are provided during lectures; optional text book:</p> <p>HOMBURG/SCHÄFER/SCHNEIDER: Sales Excellence: Systematic Sales Management, Springer 2012</p> <p>INGRAM, T. N., LaFORGE, R. W., AVILA, R. A., SCHWEPKER, C. H., & WILLIAMS, M. R. (2015). <i>Sales management: Analysis and decision making</i>. 9th ed. ME Sharpe</p> <p>LOVELOCK/ WIRTZ (2010): Services Marketing – People, Technology, Strategy; Pearson Prentice Hall, Upper Saddle River N.J.</p> <p>ZEITHAML/BITNER (2012): Services Marketing – Integrating Customer Focus across the firm; Mac Graw Hill, New York</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.20.a Marketing Communication

Module No.	M20.a
Lecturers name; contact details see ESB-website	Prof. Dr. Stefan Busch
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours Amount of independent study: 90 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	Continuous assessment in the form of: A case study in team work with presentation, individual marketing below the line topic preparation with presentation (details will vary from semester to semester)
Weighting of Grade within overall programme	5/150
Learning outcomes	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: Students work intensively on case studies and present their results in English language. Also the lecture, the discussions and the literature are fully in English. They write discussion papers on cases and international communication analyses.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>LO2.1: Students work in international teams to review each other's presentations and provide peer feedback. Students also learn about international/intercultural differences in professional marketing communication in a business context.</p> <p>LO4.1: International marketing communication means brand communication. The students learn how to write proper communication briefings and develop brand strategies for several countries simultaneously.</p>
Contents/ Indicative syllabus	<p>Topics will vary from semester to semester, for example:</p> <ul style="list-style-type: none"> • Branding • International Brand Management • Corporate Identity Policy • Selected Communication Instruments in Marketing • Integrated Communications • International Brand Communications <p>Topics vary from semester to semester depending on innovative research or real life business aspects</p>
Teaching and learning methodology	Seminar in interactive style, illustrative practical examples, case studies; project work, presentations, discussions
Miscellaneous	Insights into innovative research topics, guest lecturers, excursions, company presentations, company cooperations
Indicative reading list	<p>Belch, George E. / Belch, Michael A.: Advertising and Promotion. An Integrated Marketing Communications Perspective, Boston, latest edition</p> <p>Jobber, David: Principles and Practice of Marketing, London, latest edition</p> <p>Nufer, Gerd: Ambush Marketing in Sports. Theory and Practice, London, latest edition</p> <p>Nufer, Gerd / Bühler, André (eds.): Marketing im Sport. Grundlagen und Trends des modernen Sportmarketing, Berlin, latest edition</p> <p>Further literature for relevant topics to be introduced during the course</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.21.a Business Simulation



Module No.	M21.a
Lecturers name; contact details see ESB-website	Prof. Dr. Florian Kapmeier
Teaching language	engl.
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours Amount of independent study: 90 hours Contact hours: 60 hours
Contact hours per week	4 SWS
Examination/ Type of assessment	Assignments 85% Class participation 15%
Weighting of Grade within overall programme	5/150
Learning outcomes	<p>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?</p> <p>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 <i>dynamic complexity</i> – and tools managers can use to accelerate learning throughout an organization.</p> <p>Upon completion of this strategy course, participants will have developed the following competencies:</p> <p>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 vis-</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>ualize 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.</p> <p>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 feedbacks. 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).</p> <p>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.</p> <p>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.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the basic idea of system dynamics and its fields of application in English. In particular, students will be able to critically analyze issues that companies and societies need to deal with and find solutions for.</p> <p>LO3.1: Ethical aspects do play an important role in this course, be it in understanding the dynamics of epidemics and vaccinations, the dynamics of companies' too fast growth, which is often followed by a bust, the critical aspect of (too much) consumption in the affluent</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>countries of the world and the reflection on what really makes humans happy. A special focus of the class is the realizing of the differences in wealth of the different countries of the world when we play the simulation based roleplay World Climate. Here, international students represent different nations and blocks of the world, and they need to find an internationally valid agreement on how to reduce GHG emissions in order to stabilize the temperature rise below 2 °C over pre-industrial times. Students realize very well the tension between the developed and the developing countries of the world.</p> <p>LO4.1: In this course, students realize that many management tools cut off feedback loops that the world actually consists of. Students learn a different way of thinking of how to approach complex issues that the world is dealing with, including feedback-loops, time delays, and non-linearities – all of which combined enable students to realize the roots of counterintuitive behavior of problem situations.</p>
Contents/ Indicative syllabus	<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 • Late, expensive, and wrong: The dynamics of project management • Getting things done: Firefighting, capability traps, and death spirals
Teaching and learning methodology	Interactive lecture, case studies, videos, business simulation models, and “management flight simulators”
Miscellaneous	Guest speaker

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Indicative reading list	<p>Required reading</p> <p>Sterman, J.D. (2000), Business Dynamics. Systems Thinking and Modeling for a Complex World, Boston et al.: Irwin McGraHill, 2000</p> <p>Schlesinger, Leonard A., and Debra Whitestone (2000), People Express (A). Boston, MA: Harvard Business Publishing, 2000, Case No. 9-483-103</p> <p>Further readings</p> <p>Booth Sweeney, L. and Sterman, J.D. (2000), Bathtub dynamics: initial results of a systems thinking inventory, in: System Dynamics Review, 16, 2000, 4, pp. 249-286</p> <p>Braun, W. (2002), The System Archetypes, available at: http://www.albany.edu/faculty/gpr/PAD724/724WebArticles/sys_archetypes.pdf</p> <p>Lyneis, J.M. (1999), System Dynamics for Business Strategy: A Phased Approach, in: System Dynamics Review, 15, 1999, 1, pp. 37-70</p> <p>Morecroft, J.D.W. (2007), Strategic Modelling and Business Dynamics: A Feedback Systems Approach, Chichester: Wiley 2007</p> <p>Morecroft, J.D.W. and Sterman, J.D. (Eds., 1994), Modeling for Learning Organizations, Portland: Productivity Press 1994</p> <p>Repenning, N. and Sterman, J.D. (2001), Nobody Ever Gets Credit for Fixing Problems that Never Happened: Creating and Sustaining Process Improvement, in: California Management Review, 43, 2001, 4, pp. 64-88</p> <p>Warren, K. (2008), Strategic Management Dynamics, Chichester: Wiley 2008</p>
--------------------------------	--

4.22.a Strategic Management

Module No.	M22.a
Lecturers name; contact details see ESB-website	Prof. Dr. Martin Mocker
Teaching language	English
Credits (ECTS)	5
Total work	Total workload: 150 hours Amount of independent study (preparation of class discussion and team project): 90 hours Contact hours: 60 hours
Contact hours	4 SWS

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



per week	
Examination/ Type of assessment	Presentation of project team work; term paper; in-class contribution to case discussion
Weighting of Grade within overall programme	5/150
Learning outcomes	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: reinforced through using English as the course language.</p> <p>LO3.1: reinforced as it pertains to the ethical questions that come up in relation to strategic decisions such as exerting bargaining power over other stakeholders for competitive advantage.</p> <p>LO4.1: assessed as the evaluated deliverables require analyzing strategic business challenges faced by actual companies and formulating how these can be solved with strategic management tools and frameworks.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Contents/ Indicative syllabus	The course is organized around strategic decisions 1. Strategic issues 2. Industry structure 3. Strategy implementation 4. Business Unit Strategy and competitive advantage 5. Competitive dynamics, strategic renewal 6. Corporate strategy 7. Strategy in specific situations (e.g. in a downturn, internationalization, etc.)
Teaching and learning methodology	Discussion of cases (i.e. the narrative of a business manager facing a difficult problem that will be discussed in class); lectures; students also work in groups and are assigned projects.
Miscellaneous	n/a
Indicative reading list	References and access to supplemental readings, videos, cases are provided during lectures; optional text book: P. Ghemawat: Strategy and the Business Landscape 3rd International Student edition

4.23.a International Seminar on Marketing & Strategy



Module No.	M23.a
Lecturers name; contact details see ESB-website	Joe Daly
Teaching language	English
Credits (ECTS)	4 ECTS
Total work	Total workload: 120 hours Amount of independent study: 90 hours Contact hours: 30 hours
Contact hours per week	2 SWS
Examination/ Type of assessment	paper and presentation (not graded – only pass/fail)
Weighting of Grade within overall programme	n/a

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Learning outcomes	<p>On successful completion of this module, a student will have developed the following competencies:</p> <p>Professional competencies:</p> <p>Distinguish, structure and appraise the similarities and differences between b2c marketing and b2b marketing.</p> <p>Apply, formulate and assess the characteristics and concepts of b2b marketing.</p> <p>Interpret and judge the environment within which business marketing activities occurring an international environment.</p> <p>Justify the organisational buying process and determine business market opportunities.</p> <p>Develop and rate the business marketing strategies of b2b organisations.</p> <p>Describe and demonstrate the steps in the personal selling process.</p> <p>Identify and demonstrate the knowledge and skills necessary for effective selling in the organisation nationally and internationally.</p> <p>Methodological competencies:</p> <p>Prepare, Structure and deliver analysis resulting from detailed review 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> <p>Social competencies:</p> <p>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> <p>Personal competencies:</p> <p>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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the relevant terms in B2B marketing and sales in English. In particular, students will be able to use these terms in discussions and presentation within the lecture as well as in their project work.</p> <p>LO2.1: Students work in international teams to review each other's presentations and provide peer feedback. Moreover, student should be aware and consider international forces which can determine organisational behaviour in the buying process.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	LO 4.1: Discussion of practical examples to train students in applying methods and tools used in B2B marketing practice.
Contents/ Indicative syllabus	<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. <p>The personal selling process, Characteristics and attributes of the effective salesperson, Buyer-seller interaction and relationship selling. Professional selling in an international environment.</p>
Teaching and learning methodology	Lectures, Class and group discussions, Case studies, Self study of assigned readings and text, Project work
Miscellaneous	None
Indicative reading list	<p>Fill, C. and K.E. Fill. Business to Business Marketing-Relationships, Systems and Communications. Essex: Prentice Hall, 2005.</p> <p>Jobber, D. and G. Lancaster. Selling and Sales Management. 9th ed.. Essex: Prentice Hall, 2005.</p> <p>Dwyer, F.R. and J. Tanner. ...Business Marketing: Connecting Strategy, Relationships and Learning. 4th Edition. Berkshire: McGraw Hill, 2008.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Johnston, M.W. and G.W. Marshall. Relationship Selling . 3rd ed, (International). New York: McGraw Hill, 2010. O' Toole, T. and B. Donaldson. Strategic Market Relationships - From Strategy to Implementation. 2nd ed.. West Sussex: John Wiley, 2007.
--	--

B) Major Finance and Accounting

Modules	M19b – M23b
Modules included in the elective	<p>The Module includes four courses with in total 20 ECTS in the fields of international financial accounting standards and consolidating financial statements; transactions and company valuation, and economics and financial engineering. Course numbers/titles are as follows:</p> <ul style="list-style-type: none"> - M19 – b International Financial Reporting - M20 – b Consolidated Financial Statements - M21 – b International Corporate Transactions - M22 – b Financial Engineering <p>In addition, one course (4 ECTS) will be taught by a visiting professor – accordingly the subject is different each semester.</p> <ul style="list-style-type: none"> - M23 – b Changing subject – visiting Professor
Responsible professor/ elective coordinator	Prof. Dr. Hans-Martin Beyer office 5-109, Tel.: 07121 271 6025 Hans-Martin.Beyer@reutlingen-university.de
Lecturers name (Prof. Dr. Michel Charifzadeh Building. 5, Room 113, Tel.: 07121 271 3053 Michel.Charifzadeh@Reutlingen-University.DE Prof. Dr. Dominic Wader Building. 17, Room X, Tel.: 07121 271 3065 Dominic.Wader@Reutlingen-University.DE Prof. Dr. Hans-Martin Beyer Building. 5, Room 109, Tel.: 07121 271 6025 Hans-Martin.Beyer@reutlingen-university.de Prof. Dr. Bodo Herzog Building. 5, Room 108, Tel.: 07121 271 6031 Bodo.Herzog@Reutlingen-University.de Visiting Professor (to be announced each semester)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Learning outcomes	<p>Upon completion of this finance major, participants will have developed the following competencies:</p> <p>Professional competencies: Students will have enhanced their knowledge and skills obtained in the previous semesters in finance and accounting and will obtain a broader and deepening insight in different fields of the discipline – particularly in Financial Accounting, Corporate Finance and Financial Market and Pricing mechanisms. The offered subjects/courses are conceptually intended to deepen methodological understanding and skills on international aspects from different but connected angles – e.g. international accounting standards and consolidation - international transactions and valuation - currency risk management and derivatives.</p> <p>Methodological competencies: Students will develop and further enhance their critical thinking and problem solving skills in addition to analytical skills in the covered fields of finance and accounting competencies.</p> <p>Social competencies: Through the interactive nature of the module elements, students will refine their oral and written communication competencies. Besides, students will improve their ability to work in teams under time pressure.</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 competencies.</p>
--------------------------	---

4.19.b International Financial Reporting



Module No.	M19.b
Lecturers name; contact details see ESB-website	Prof. Dr. Michel Charifzadeh
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours (Lecture/face time in the course: 60 hours, post-processing, preparation of paper and presentation: 90 hours)
Contact hours per week	4 (SWS)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Examination/ Type of assessment	<p>Continuous Assessment: 40% presentation, 60% research paper. Additional adjustment: In order to encourage students' engagement and participation during class times, there is an additional component to the IFR grade.</p> <p>The final grade can deviate from the group presentation's and group paper's grades for individuals who continuously participate and actively contribute to the lectures.</p> <p>Individual group members, who show outstanding performance during class time, will receive an up to 0.5 higher grade for the course. Vice versa, poor performing students may be downgraded by up to 0.5.</p>
Weighting of Grade within overall programme	5/150
Learning outcomes	<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 framework 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. • 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. In a research paper, they train the key skills of selecting, justifying and applying methods, tools and instruments correctly for solving a research question. Through a principles-based approach, students will ac-</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>quire the ability to apply general accounting concepts to specific situations and to critically discuss existing solutions to accounting 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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms used in practice and academia in the field of international financial reporting in English.</p> <p>LO3.1: The course makes marginal references to ethical aspects, in particular, cases of accounting fraud (such as the Enron accounting scandal). Students engage in discussions about unethical behavior that can lead to accounting misstatements and will understand how unethical behavior in accounting can lead to flawed investor decision making. In particular, students will discuss the accounting treatment of inventories and provisions under IFRS and its potential for earnings management.</p> <p>LO4.1: Students will develop mechanisms of problem solving to real life business cases in international accounting. As the course takes a principles-based accounting approach, students will acquire the ability to solve accounting problems independently by applying the accounting conventions and principles defined in the IFRS Conceptual Framework. In particular, students will discuss the accounting treatment of property, plant and equipment, intangible assets, impairments, leases, inventories, liabilities and provisions, revenue and financial instruments in an international context. In an academic research paper, students learn to justify the selection of appropriate methods and are trained in applying the chosen methods correctly. Students will be coached by the instructor and will receive individual feedback on their research paper after submission of the paper.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Contents/ Indicative syllabus	<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
Teaching and learning methodology	<p>The general topics and an overview will be presented by the instructor. Case studies will deepen the understanding. Students will work in parallel (in groups) on current issues in IFRS, and prepare a presentation and a research paper according to scientific standards. The student work is coached by the instructor. Students will present the results of their work and discuss them in class.</p>
Miscellaneous	<p>Guest workshop by an expert working in the industry</p>
Indicative reading list	<p>Alexander, B. / Britton, A. / Jorissen, A.: International Financial Reporting and Analysis, latest edition, Cengage.</p> <p>Coenenberg, A. G. / Haller, A. / Schultze, W.: Jahresabschluss und Jahresabschlussanalyse, latest edition, Schäffer-Pöschel.</p> <p>Collins, B. / McKeith, J.: Financial Accounting and Reporting, latest edition, McGraw-Hill.</p> <p>Kieso, D. / Weygandt, J. / Warfield, T.: Intermediate Accounting, latest edition, IFRS edition, John Wiley & Sons.</p> <p>Chaudhry, Asif et al.: Wiley IFRS: Interpretation and Application of International Financial Reporting Standards, Wiley, latest edition.</p> <p>KPMG: IFRSs: A Visual Approach, latest edition, Palgrave Macmillan.</p> <p>Additional reading material from business newspapers, periodicals, and academic journals will be provided during the course.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.20.b Consolidated Financial Statements

Module No.	M20.b
Lecturers name; contact details see ESB-website	Siegbert Hummel
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours Course / contact hours: 60 hours; Post-processing and case studies: 45 hours; Exam preparation: 45 hours
Contact hours per week	4 hours per week (SWS)
Examination/ Type of assessment	written exam (120 min) at the end of the semester
Weighting of Grade within overall programme	5/150
Learning outcomes	<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: 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 specialist career in accounting and auditing and a role in general management.</p>
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms used in practice and academia in the field of business combinations and consolidation in English.



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>LO4.1: Students will understand, apply and interpret the conceptual and technical aspects of consolidated financial statements. The underlying theoretical concepts are elaborated and discussed. In particular, students will solve cases in the fields of the consolidation of investments, joint ventures and associates in an international context.</p>
Contents/ Indicative syllabus	<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 investments • Elimination of intragroup transactions • Joint Ventures • Equity Method • Deferred Taxes
Teaching and learning methodology	<p>Seminar style lecture including case studies, discussions, coaching by instructor.</p>
Miscellaneous	<p>Guest lectures</p>
Indicative reading list	<p>Elliott/Elliott: Financial Accounting and reporting, current edition, Prentice Hall</p> <p>Alexander/Britton/Jorissen: International Financial Reporting and Analysis, current edition, Cengage Learning</p> <p>Krimpmann: Principles of Group Accounting under IFRS, current edition, Wiley</p> <p>KPMG: IFRSs – A Visual Approach, current edition, Palgrave Macmillan</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.21.b International Corporate Transactions

Module No.	M21.b
Lecturers name; contact details see ESB-website	Prof. Dr. Hans-Martin Beyer
Teaching language	English
Credits (ECTS)	5 ECTS
Total work	Total workload: 150 hours (Lecture/face time in the course: 50 hours, preparation of paper and presentation: 50 hours, self-study and exam preparation 50 hours)
Contact hours / week	4 hours per week (SWS)
Examination/ Type of assessment	Presentation/paper - 40%, Final written exam (1h) - 60%
Weighting of Grade within overall programme	5/150
Learning outcomes	<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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students will be able to understand and articulate the most relevant terms used in practice and academia in the field of corporate transactions and in particular in the field of company valuation approaches in English.</p> <p>LO3.1: The course makes references to ethical aspects, e.g. referring to ethical conflict situations in transactions and valuation. Contents will refer to ethical issues in interest driven valuation including forecasting and setting valuation assumptions.</p> <p>LO4.1: Students will understand, apply and interpret valuation methods. Theoretical concepts behind key variables for valuation are elaborated in group projects on basis of scientific studies / research papers and discussed regarding their importance for practical valuation in class. Students will solve valuation problems in the fields of calculating, normalising and forecasting cash flows, cost of capital and terminal value calculation, and in applying to different valuation approaches like entity WACC and APV as well as market multiple methods.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Contents/ Indicative syllabus	<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 ○ 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>
Teaching and learning methodology	Seminar style lecture including presentations by students, case studies, discussions, coaching by instructor. Training and application of the Factset financial database
Miscellaneous	Guest lecture by an expert working in the industry
Indicative reading list	<p>Brealey, Richard A./ Myers, Steward C. / Allen, Franklin: Principles of Corporate Finance, McGraw-Hill, latest ed.</p> <p>Damodaran, Aswath: Investment valuation: Tools and Techniques for Determining the Value of Any Asset</p> <p>Damodaran, Aswath: The dark side of valuation, Pearson/FT Press, latest ed.</p> <p>DePamphilis, Donald: Mergers, Acquisitions, and Other Restructuring Activities, Academic Press, latest edition</p> <p>Jones, Charles P.: Investments – Principles and Concepts, Wiley, latest ed.</p> <p>Koller, Tim/Goedhart, Marc/Wessels, David: Valuation – Measuring and managing the value of companies, Wiley, latest ed.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>Ross, Stephen A./Westerfield, Randolph W./Jaffe, Jeffrey/Joran, Bradford D.: Corporate Finance: Core Principles and Applications, McGraw-Hill, latest edition</p> <p>Ryan, Bob: Corporate Finance and Valuation, Thomson, latest edition</p> <p>Further literature is introduced in the course.</p>
--	--

4.22.b Financial Engineering



Module No.	M22.b
Lecturers name; contact details see ESB-website	Prof. Dr. Herzog
Teaching language	Englisch
Credits (ECTS)	5 ECTS
Total work	150 h – subdivision: 60 h Seminar, 90 h Self-Study
Contact hours per week	4 SWS
Examination/ Type of assessment	Mid-End-Term (100%).
Weighting of Grade within overall programme	5/150
Learning outcomes	<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 theoretical knowledge to real-life settings.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	Social competencies: - Personal competencies: Students will effectively communicate difficult quantitative solutions to non-specialist users; the students should be able to think strategically
Course-specific contribution to AoL learning objectives (LO 1-4)	LO1.1: Class discussions about current economic issues as well as all course documents are in English. LO4.1: Continuous problem-solving in the lectures, homeworks and exam.
Contents/ Indicative syllabus	<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. Foundations of Probability Theory b. Introduction to Stochastic Processes c. Martingale Theory and Application d. Stochastic Integration 3. Mathematical Concepts in Financial Engineering <ol style="list-style-type: none"> a. Stochastic Differential Equations & Partial Differential Eq. b. Solution of Black-Scholes Formula (BS-Formula) c. Numerical Methods to Solve BS-Formula 4. Application: Valuation of Plain Vanilla and Exotic Options
Teaching and learning methodology	Lectures, Discussions and Presentations. Throughout the semester, extensive papers will be distributed; these are intended for students' preparation and consolidation of the course material. In all sub-areas, homework sets will be distributed as well; these will be processed and prepared by students individually or in groups.
Miscellaneous	<ul style="list-style-type: none"> • MATLAB Applications in Computer Lab • Applications with FactSet – Financial Tool Box



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> • Online-Forums, Chats, and Discussions • Guest Lectures
Indicative reading list	<p>Basic Literature</p> <p>[1] Capasso, V., D. Bakstein (2012), An Introduction to Continuous-Time Stochastic Processes, 2nd ed., Birkhäuser.</p> <p>[2] Cinlar, E. (2010), Probability and Stochastics, GTM 261, Springer.</p> <p>[3] Herzog, B. (2016), Lecture Notes, ESB Business School.</p> <p>[4] Miranda, M.J. and P.L. Fackler (2002), Applied Computational Economics and Finance, MIT Press.</p> <p>[5] Mishkin, F.S. (2009), Economics of Money, Banking and Financial Markets, Business School Edition.</p> <p>[6] Neftci, S.N. (2009), Principles of Financial Engineering, Academic Press.</p> <p>[7] Neftci, S.N. (2000), An Introduction to the Mathematics of Financial Derivatives, Academic Press.</p> <p>[8] Wilmott, P. (2006), Paul Wilmott on Quantitative Finance, Wiley.</p> <p>Advanced Literature</p> <p>[1] Mao X. (2011), Stochastic Differential Equations and Applications, 2nd Edition, Woodhead Publishing.</p> <p>[2] Oksendal, B. (2007), Stochastic Differential Equations, Springer.</p> <p>[3] Rogers L.C.G. and D. Williams (2011), Diffusions, Markov Processes and Martingales, Cambridge Mathematical Library.</p> <p>[4] Ruppert, D. (2010), Statistics and Data Analysis for Financial Engineering, Springer Verlag.</p> <p>[5] Seydel, R.U. (2009), Tools for Computational Finance, Springer.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.23.b International Seminar on Finance & Accounting



Course No/ Code	M23-b
Lecturers name; contact details see ESB-website	Prof. Nico Koomen
Teaching language	English
Credits (ECTS)	4
Total work	Total workload: 120 hours Amount of independent study: 90 hours Contact hours: 30 hours
Contact hours per week	2 SWS
Examination/ Type of assessment	<ol style="list-style-type: none"> 1. Pro-active portfolio management (between semester start and block seminar) 2. Group paper 3. Group presentation 4. Individual Q and A during 3 5. Peer assessment <p>All not graded – only pass/fail</p>
Weighting of Grade within overall programme	n/a
Learning outcomes	<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 a financial profile analysis 3. The student can sufficiently execute an investment strategy 4. The student can sufficiently apply the principles of corporate value based management <p>Methodological competencies:</p> <ol style="list-style-type: none"> 1. The student can sufficiently describe and use a system for making investment choices that requires both qualitative and quantitative analysis

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<ol style="list-style-type: none"> The student can sufficiently apply theoretical concepts into real life cases The student can sufficiently make a gap/match analysis based upon both qualitative and quantitative analysis <p>Social competencies:</p> <ol style="list-style-type: none"> The student can sufficiently set group interest above own interest The student shows sufficient communication skills, both oral and written <p>Personal competencies:</p> <ol style="list-style-type: none"> The student shows sufficiently the capability to execute alternative actions as a response to changing external markets circumstances The student shows sufficiently decision making based upon analyses even under time constraints The student can sufficiently take responsibility for and reflect on his own actions The student shows a pro-active and result oriented attitude
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: The course is taught in English. By completion of the course, students' understanding and articulation of relevant terminology in the field of portfolio investment as used in practice and academia in English is reinforced.</p> <p>LO2.1: The course addresses differences of international risks and investment behavior and related impacts of cultural differences. Since the course is taught by international guest lecturers students are exposed to interculturally diverse teaching styles.</p> <p>LO4.1: Students will understand principles of company assessment and portfolio investment. They will apply these in exercises and an interactive investment game to resolve respective investment problems.</p>
Contents/ Indicative syllabus	<p>Investment theory</p> <ol style="list-style-type: none"> Introduction (securities and markets, portfolios) Portfolio management (efficient set, factors, asset allocation)

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ol style="list-style-type: none"> 3. Asset pricing and performance management (CAPM, arbitrage, measuring performance) 4. Interest rates and bond management (interest levels, term structures) 5. Derivatives (options, forward, futures) 6. Stock valuation, taxes and market efficiency (effect of taxes, stock valuation, market efficiency) 7. Technical analysis 8. Fundamental analysis <p>Corporate value based management</p> <ol style="list-style-type: none"> 9. Strategy and value 10. Value-creation metrics 11. Firm value management 12. Cost of capital 13. Mergers and acquisitions
Teaching and learning methodology	<ol style="list-style-type: none"> 1. class lectures 2. group cases 3. group presentation with individual Q&A 4. interactive investment game in a group 5. e-learning
Miscellaneous	<p>Each team has to start playing the investment game StockTrak in from start of the semester.</p> <p>Introduction to the course will already start at the beginning of the semester via distance learning</p>
Indicative reading list	<ul style="list-style-type: none"> • Berk & DeMarzo, Corporate Finance International Edition, Boston USA, Pearson, latest edition • Brealey, Myers & Allen, Principles of Corporate Finance, New York USA, McGraw-Hill, latest edition • Eiteman, Stonehill & Moffett, Multinational Business Finance Global Edition, Harlow UK, Pearson, latest edition

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ul style="list-style-type: none"> • Gitman, Principles of Managerial Finance, Boston USA, Pearson, latest edition • Hillier, Clacher, Ross, Westerfield & Jordan, Fundamentals of Corporate Finance European Edition, Berkshire UK, McGraw-Hill, latest edition • Pike & Neale, Corporate Finance and investment, Harlow UK, Prentice Hall, latest edition
--	--

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

C) Major “HRM & Organization”



Modules	M19c – M23c
Modules included in the elective	M19.c HRM & ORG Seminar 1: Advanced HRM M20.c HRM & ORG Seminar 2: Advanced International HRM M21.c HRM & ORG Seminar 3: Corporate Social Responsibility M22.c HRM & ORG Seminar 4: International Organizations M23.c HRM & ORG Seminar 5: International Seminar on HRM & Organization
Responsible professor/ elective coordinator	Prof. Dr. Hermann Lassleben Building. 5, Room 110, Tel.: 07121 271 6019 hermann.lassleben@reutlingen-university.de
Lecturers name	Prof. Dr. Hermann Lassleben Building. 5, Room 110, Tel.: 07121 271 6019 hermann.lassleben@reutlingen-university.de Prof. Dr. Julia Hormuth Building 5, Room 124, Tel.: 07121 271 3075 julia.hormuth@reutlingen-university.de Prof. Dr. Bernd Banke Building. 5, Room 111, Tel.: 07121 271 6013 bernd.banke@reutlingen-university.de Prof. Dr. Hazel Grünewald Building. 17, Room 013, Tel.: 07121 271 3074 Hazel.gruenewald@reutlingen-university.de Visiting Professor Markus Kräkin (Lahti University of Applied Sciences, Finland)
Learning outcomes	Upon completion, students will have developed the following competencies: Professional competencies: acquaintance with tasks and responsibilities of the HRM & Organization functions in international companies; ability to handle tasks and challenges in the areas of HR and Organization management; preparedness for specialist and managerial jobs in the domain of HRM & Organization in companies. Methodological competencies: ability to access new research and tap its implications for practical work in the field; competence to design and carry out research projects on one's own. Social competencies: perform effectively as a team member, encourage and utilize others' contributions; give convincing oral presentations; write critical assessments and rationales.

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	Personal competencies: improve self-reflection, self-awareness and self-management; increase personal and work effectiveness; combine theory and practice to improve work skills continuously.
--	---

4.19.c Advanced Human Resource Management

Module No.	M19.c
Lecturers name; contact details see ESB-website	Prof. Dr. Hermann Lassleben
Teaching language	English
Credits (ECTS)	5
Total work	150h (60 contact hours plus 90h for work assignments and self study)
Contact hours per week	4h/week
Examination/ Type of assessment	The grade is based on a team project conducted throughout the semester and mounding into paper/project report.
Weighting of Grade within overall programme	5/150
Learning outcomes	<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 research 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>
Course-specific contribution to AoL	LO1.1: Reading assignments & discussions (in-class) of textbook chapters (Business Research Methods) and scientific papers (diverse topics) grows self-assurance in communicating "technically"

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



learning objectives (LO 1-4)	<p>in English. Students design and conduct an empirical study throughout the semester and write a paper for examination (all English).</p> <p>LO2.1: Students work together in multicultural/multinational teams on their research project and paper. Many projects' topics entail intercultural comparison as a content aspect (e.g. career aspirations of Canadian vs. German business students).</p> <p>LO 4.1: Recommendations respectively transfer on practice is standard topic of every paper discussion. Implications for practice must be contained and are evaluated in each term paper.</p>
Contents/ Indicative syllabus	<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 it must be 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.</p> <p>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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



Teaching and learning methodology	The course is taught as a project seminar
Indicative reading list	<p>Anderson, V. (2009), Research Methods in HRM. 2nd Edition. CIPD</p> <p>Festing, M. (2008), Current Issues in International HRM and Strategy Research. Rainer Hampp Verlag.</p> <p>Pankl, E. & Theiss-White, D. & Bushing, M. (2010), Recruitment, Development, and Retention of Professionals: Trends in HR and Knowledge Management. Business Science Reference.</p> <p>Quinlan, C., Babin, B., Carr, J., Griffin, M. & Zikmund, W. (2015), Business Research Methods. Cengage.</p> <p>Parry, E. & Stavrou, E. & Lazarova, M. (2013), Global Trends in HRM. Palgrave Macmillan.</p>

4.20.c Advanced International HRM



Module No.	M20.c
Lecturers name contact details see ESB-website	Prof. Dr. Julia Hormuth
Teaching language	English
Credits (ECTS)	5
Total work	150h (60 contact hours plus 90h self-study)
Contact hours per week	4h/week
Examination/ Type of assessment	The grade is based on a paper (50%) and a presentation (50%)
Weighting of Grade within overall programme	5/150
Learning outcomes	<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>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students develop an academic paper and hold a presentation; a strong focus is on academic writing and presentation skills.</p> <p>LO2.1: Students work in international teams. They analyze the influence of cultural differences on HRM policies and practices in different countries as well as the intercultural dimension of international HRM tasks (e.g. management of culture shock, cross-cultural adaptation, cultural due diligence).</p> <p>LO4.1: Students work on a research project on an international HRM topic. They develop a paper following academic standards (literature review, methodology, empirical results, discussion of impact).</p>
Contents/ Indicative syllabus	<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</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>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
Teaching and learning methodology	<p><u>First part:</u> Lectures with discussions, case studies, film extracts, groupwork, exercises.</p> <p><u>Second part:</u> Group work coached by the lecturer, presentations, moderated discussions.</p>
Indicative reading list	<p>Brewster, Chris; Mayrhofer, Wolfgang; Morley Michael (2004); Human Resource Management in Europe. Evidence of Convergence? Oxford: Elsevier.</p> <p>Briscoe, Dennis R.; Schuler, Randall S.; Claus, Lisbeth (2009): International Human Resource Management. 3rd Edition. London, New York: Routledge.</p> <p>Crawley, Eileen; Swailes, Stephen; Walsh, David (2013): Introduction to International Human Resource Management. Oxford: University Press.</p> <p>Dickmann, Michael; Brewster, Chris; Sparrow, Paul (Eds.) (2008): International Human Resource Management. A European perspective. 2nd Edition. London New York: Routledge.</p> <p>Dowling, Peter J.; Festing, Marion; Engle, Allen D. (2009): International Human Resource Management. 5th Edition. London: Thomson.</p> <p>Harzing, Anne-Will / Pinnington, Ashly H. (Ed.) (2011): International Human Resource Management. 3rd Edition. Thousand Oaks: Sage.</p> <p>Stahl, Günter K.; Mendenhall, Mark E. (2005): Mergers and Acquisitions: Managing Culture and Human Resources. Stanford: Stanford University Press.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.21.c Corporate Social Responsibility

Module No.	M21.c
Lecturers name; contact details see ESB-website	Prof. Dr. Bernd Banke
Teaching language	English
Credits (ECTS)	5
Total work	150h (60 contact hours plus 90h for independent study)
Contact hours per week	4h/week
Examination/ Type of assessment	The grade is based on at least 2 papers
Weighting of Grade within overall programme	5/150
Learning outcomes	<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. 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. 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. 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 informations in this fast developing area of re-search - managing CSR related problems and challenges by following a 5 step procedure: <p>1. Analysis of the situation</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<ol style="list-style-type: none"> 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
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Discussion and case studies in international student groups in English language.</p> <p>LO3.1: Students will learn to identify ethical problems in business cases They will know how to choose the correct theory/approach to teckle a specific challenge. Students will know about positive and negative consequences of their decision.</p> <p>LO4.1: Students will have tools to implement CSR-strategies into business. They will learn how to identify the challenges and the methods appropriate to teckle them. Finally students will be aware of the legal, economic and ethical consequences of their decisions.</p>
Contents/ Indicative syllabus	<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
Teaching and learning methodology	<p>The course is taught in a classical “seminaristic - style”, meaning that after an introduction by the professor, the students will have to do research work on their own to apply theoretical knowledge to practical phenomena in worldwide business.</p> <p>Class discussions on contemporary cases and problems will form a major part of this course.</p>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

Miscellaneous	Students will be asked to do research online and in books.
Indicative reading list	Crane & others: The Oxford Handbook of CSR (2009), Oxford University Press. Vertigans, S. Idowu, S. O. (2017). <i>Corporate Social Responsibility – Academic Insights and Impacts</i> . Berlin: Springer Carroll & Buchholtz: Ethics and Stakeholder Management (2008), South Western Cengage Learning. <i>A list of further literature will be handed out during the semester.</i>



 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

4.22.c International Organizations

Module No.	M22.c
Lecturers name contact details see ESB-website	Prof. Dr. Hazel Grünewald
Teaching language	English
Credits (ECTS)	5
Total work	150h (60 contact hours plus 90h self-study)
Contact hours per week	4h/week
Examination/ Type of assessment	The grade is based on a paper (60%), a presentation (30%) and active participation (10%).
Weighting of Grade within overall programme	5/150
Learning outcomes	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Discussion and case studies in international student groups in English language.</p> <p>LO3.1: Students will learn to identify ethical problems in business cases They will know how to choose the correct theory/approach to teckle a specific challenge. Students will know about positive and negative consequences of their decision.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	



	<p>LO4.1: Students will have tools to implement CSR-strategies into business. They will learn how to identify the challenges and the methods appropriate to teckle them.</p> <p>Finally students will be aware of the legal, economic and ethical consequences of their decisions.</p>
Contents/ Indicative syllabus	<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
Teaching and learning methodology	<p>Lectures with case studies, videos, group work, exercises, student presentations and discussions</p>
Indicative reading list	<p>Buelens, Marc.; Sinding, Knud; Waldstrøm, Christian et al. (2011): Organisational Behaviour. 4th Edition. Berkshire: McGraw-Hill Higher Education.</p> <p>Gerrig, Richard J., Zimbardo, Philip, Svartol, Frode et al. (2012): Psychology & Life. 18th Edition. European Adaptation Edition. Harlow: Pearson</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	<p>Phillips, Jean M. and Stanley M. Gulley. (2014). Organizational Behavior: Zools for Success. 2nd edition. Mason, OH: South-Western Cengage Learning.</p> <p>Robbins, Stephen P.; Campbell, Timvothy; Judge, Timothy A. (2013): Organizational Behavior. 15th Edition. Upper Saddle River: Pearson.</p>
--	--

4.23.c International Seminar on HRM & Organization

Module No.	M 23.c
Lecturers name; contact details see ESB-website	Markus Kräkin Lahti University of Applied Sciences, Finland
Teaching language	English
Credits (ECTS)	4
Total work	120h (30 contact hours plus 90h self study)
Contact hours per week	30h (to be scheduled as a block – 1 week)
Examination/ Type of assessment	paper and presentation (not graded – only pass/fail)
Weighting of Grade within overall programme	n/a
Learning outcomes	<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>
Course-specific contribution to AoL learning objectives (LO 1-4)	<p>LO1.1: Students taught by native speakers, get practice communicating in foreign language with native speakers.</p> <p>LO2.1: Students exposed to different teaching and discussion styles through guest professor. Contents regularly encompass different country practices and intercultural influences.</p>

 Hochschule Reutlingen Reutlingen University	ESB Business School	
Version: 5 Status: Final Datum: 10.09.2017	Curriculum and Syllabi Handbook BSc International Business	

	LO 4.1: Discussion of practical examples from a different national (international) background/point of view to emphasize the application in practice.
Contents/ Indicative syllabus	<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.</p> <p>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 and a paper 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.</p> <p>During the course selected reading material is distributed and discussed to round-up all participants' view of the topic.</p>
Teaching and learning methodology	The course is taught in a seminar-style.
Indicative reading list	To be defined dependent on specific seminar topic.